***Standard Operating Procedures***
***For***

# *INCIDENT COMMANDERS*

## *FIRE*

## *HAZ-MAT*

## *EMERGENCY OPERATIONS*

*Under the National Incident Management System (NIMS).*

***Developed by the DHS/SFM Emergency Response Division.***

**COMMAND STANDARD OPERATING PROCEDURES**
**FOR FIRE & HAZARDOUS MATERIALS EMERGENCY OPERATIONS**

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# COMMAND STANDARD OPERATING PROCEDURES
# FOR FIRE & HAZARDOUS MATERIALS EMERGENCY OPERATIONS

**INTRODUCTION**:

The application of sound management principles to any undertaking that requires the coordination of various resources is paramount to the success of that undertaking. This concept is applied to our personal and professional lives every day. We manage our personal budgets, our own time, and many other aspects of our own lives. Professionally we also manage our manpower and apparatus, the activities of our working days, our budget, and our goals and objectives. We do this by applying the basic textbook management principles of planning, directing, organizing, coordinating, communicating, delegating, and evaluating.

So should it be with emergency operations. The major difference between routine, day-to-day management and emergency management is the timeframes for gaining control of the situation. Emergency operations still require the management of resources, goals and objectives, and activities in order to ensure a satisfactory outcome. In other words, emergency operations still require planning, directing, organizing, coordinating, communicating, delegating, and evaluating. Therefore, the same management process applied to our routine everyday operations can, and should, be applied to emergency operations.

This standard operating procedure clearly spells out the incident scene management process. It adopts the management principles previously mentioned and, because of its modular concept, it can be applied to any incident regardless of the type or magnitude of that incident. As a function-specific tool rather than a rank-specific one, it is equally adaptable because anyone can fill any position assuming appropriate training for that position.

It shall be a matter of department policy that all personnel are familiar with this standard operating procedure and fully functional in any position which he/she might reasonably be expected to fill.

**PURPOSE AND SCOPE**:

The _____ responds to a wide range of emergency incidents. In order to effectively manage personnel and resources and to provide for the safety and welfare of personnel, we will always operate within the Incident Command System at the incident scene. This procedure identifies the Standard Operating Procedures to be employed in establishing Command and all the components of the Incident Command System (ICS).

The Command SOP is designed to meet or exceed the requirements of the National Incident Management System as outlined in _____ County Ordinance _____.

**COMMAND OVERVIEW**:

**Incident Commanders have the authority and flexibility to modify procedures and organizational structure as necessary to align with the operating**

**characteristics of their specific jurisdiction or to accomplish the mission in the context of a particular hazard scenario.**

The incident commander should always integrate fire fighter and other emergency responder's health and safety considerations into the command process. This integration ensures that safety will always be considered and will not be reserved for unusual or high-risk situations when the incident commander is under a high degree of stress. An incident action plan that addresses responder safety should be a routine function of command.

Early evaluation enables the incident commander to consider current conditions in a standard manner and then predict the sequence of events that will follow. The consideration of responder safety should be incorporated into this evaluation and forecasting.

Effective communications are essential to ensure that the incident commander is able to receive and transmit information, obtain reports to maintain an awareness of the situation, and communicate with all component parts of the incident organization to provide effective supervision and controls.

Strategic decisions establish the basic positioning of resources and the types of functions they will be assigned to perform at the scene of a fire or emergency incident. The level of risk to which members are exposed is driven by the strategy; offensive strategy places members in interior positions where they are likely to have direct contact with the fire or hazard, while defensive strategy removes members from interior positions and high-risk activities. The incident action plan is based on the overall strategy and drives the tactical assignments that are given to individual or groups of companies/crews and the specific functions they are expected to perform. Risk identification, evaluation, and management concepts should be incorporated into each stage of the command process.

Tactical-level management component people are command agents and are able to both monitor companies/crews at the actual location where the work is being done (geographic) and to provide the necessary support (functional). The incident commander uses a tactical-level management unit as off-site (from the command post) operational/communications/safety managers-supervisors. The incident commander uses the incident organization along with communications to stay connected. As incidents escalate, the incident management system should be utilized to maintain an effective span of control ratio of 3-to-7.

The incident commander should routinely evaluate and re-evaluate conditions and reports of progress or lack of progress in reaching objectives. This process will allow the incident commander to determine if the strategy and attack plans should be continued or revised. The failure to revise an inappropriate or outdated attack plan is likely to result in an elevated risk of death or injury to emergency responders.

Effective command and control should be maintained from the beginning to the end of operations, particularly if command is transferred. Any lapse in the continuity of command and the transfer of information increases the risk to emergency responders.

The following procedures further expand on this overview. All personnel shall review the entire procedures and must demonstrate proficiency and competence before commanding an operation.

**COMMAND PROCEDURES**:

- □ Fix the responsibility for Command on a certain individual through a standard identification system, depending on the arrival sequence of members, companies, and Command officers.
- □ Ensure that a strong, direct, and visible Command will be established from the onset of the incident.
- □ Establish an effective incident organization defining the activities and responsibilities assigned to the incident commander and the other individuals operating within the Incident Command System.
- □ Establish measurable objectives to ensure fulfillments of incident management goals.
- □ Provide a system to process information to support incident management, planning, and decision making.
- □ Provide a system for the orderly transfer of Command to subsequent arriving officers.

**RESPONSIBILITIES OF COMMAND**:

The Incident Commander is responsible for the completion of the tactical objectives. The tactical objectives (listed in order of priority) are:

- □ Remove endangered occupants and treat the injured.
- □ Stabilize the incident and provide for life safety.
- □ Conserve property
- □ Provide for the safety, accountability, and welfare of personnel. This priority is on-going throughout the incident.

The Incident Command System is used to develop strategic objectives and to facilitate the completion of the tactical objectives. The incident commander is the person who drives the Command system towards that end. The incident commander is responsible for building a Command structure that matches the organizational needs of the incident to achieve the completion of the tactical objectives for the incident. The function of Command defines standard activities that are performed by the incident commander to achieve the tactical objectives.

**FUNCTIONS OF COMMAND**:

The functions of Command include:

- □ Assume and announce Command and establish an effective operating position Command Post.
- □ Rapidly evaluate the situation (size-up)
- □ Initiate, maintain, and control the communications process.

- Identify the overall strategy, develop an incident management plan, and assign units and personnel consistent with plans and standard operating procedures.
- Develop an effective Incident Command organization.
- Develop Incident Action Plan (IAP).
- Ensure safety of on-scene personnel.
- Review, evaluate, and revise (as needed) the Incident Management plan.
- Authorize release of information to all media operations.
- Coordinate activities of outside agencies.
- Provide for the continuity, transfer, and termination of Command.

The incident commander is responsible for all of these functions. As Command is transferred, so is the responsibility for these functions. The first five (5) functions must be addressed immediately from the initial assumption of Command.

**ESTABLISHING COMMAND**:

The first fire department member or unit to arrive at the scene of a multiple unit response shall assume Command of the incident. The initial incident commander shall remain in Command until Command is transferred or the incident is stabilized and Command is terminated.

One or two company (unit) responses that are not going to escalate beyond the commitment of these companies do not require a formal activation of the Incident Command System (as on-scene report with the assumption of Command). The first arriving unit or officer will, however, remain responsible for any needed Command functions. Examples would include:

- Still assignments
- Special duty assignments.
- Any EMS response requiring only one or two companies.

The first arriving fire department unit initiates the Command process by giving an initial radio report.

The **Radio Report** shall include:

- Unit designation of the unit arriving on the scene.
- Announce how many personnel are on scene.
- A brief description of the incident situation (i.e., building size, occupancy, hazmat release, multi-vehicle accident, etc.)
- Obvious conditions (working fire, hazmat spill or leak, multiple patients, etc.)
- Brief description of action taken.
- Declaration of strategy (for structural fires this would be declaring an offensive or defensive mode).
- Any obvious safety concerns.
- Assumption and identification of Command.
- Assume and announce accountability location.

Example:

For an offensive structure fire –
"Unit 811 is on scene with 4 personnel with a two story residential structure working fire on the second floor. Unit 811 is laying a supply line and going in

with a hand line to the second floor for search and rescue operations. This is an offensive fire attack. Unit 811 will be 7th Street Command."

For an defensive fire –
"Unit 811 is on the scene of a medium size warehouse fully involved with exposures to the east. Unit 811 is laying a supply line and attacking the fire with a stang gun and a hand line to the exposure for search and rescue and fire attack. Have 4 personnel. This is a defensive fire. Unit 811 is Buckeye Command."

For an EMS incident –
"Unit 811 with 4 personnel is on the scene with a multi-vehicle accident. Require additional EMS response with 3 ambulances. Unit 811 will be Parkway Command."

**RADIO DESIGNATION**:

The radio designation "Command" will be used along with the geographical location of the incident (i.e., "7th Street Command", McDonald's Command"). This designation will not change throughout the duration of the incident. The designation of "Command" will remain with the officer currently in Command of the incident throughout the event.

**ELAPSED TIME-ON-SCENE (TOS) NOTIFICATION:**

The incident commander shall be provided with reports of elapsed time-on-scene at emergency incidents in 10-minute intervals from the Communication Dispatch Center, unit reports are terminated by the incident commander.

**BRIEF PROGRESS REPORT:**

A Brief Progress Report (BPR) is essential to any ongoing incident in that it keeps all concerned parties abreast of a dynamic situation. It is designed to provide information that:

- Allows dispatch latitude in filling vacant stations.
- Updates duty chiefs.
- Updates the Public Information Officer (PIO).
- Permits continuous documentation of an ongoing incident.

A BPR shall be required on all incidents. The first BPR shall be transmitted at approximately 10 minutes after the initial BPR. Thereafter, BPR's shall be transmitted at intervals deemed appropriate by the incident commander, but in no case should an interval exceed 30 minutes. The BPR shall consist of the following information:

- Description of the current situation.
- Description of current tactical objectives
- Status of resource needs.
- Length of time holding units from first unit to the last unit.

**EXAMPLES**:

- Multiple units responding to a two-story dwelling fire.

Dispatch from Unit 810

- "We are in an offensive mode and bringing the situation under control."
- "Primary search has been completed and an interior attack is underway."
- No need for additional resources is anticipated."
- All units will be committed for about 1 hour."

□ Multiple units to a haz mat incident involving a motor transport vehicle.

Dispatch from Unit 810

- "Extrication of one victim is progressing."
- "Diking is underway but some product has gotten in the Severn River."
- "Spill confinement will take about ½ hour."
- "Diking efforts are underway to limit the exposure to the Severn River."
- "We are going to attempt to transfer the product to another vehicle."
- "Dispatch a unit to handle a landing site for the helicopter."
- "Notify DNR and Department of the Environment."
- "All units will be committed for a minimum of 2 hours."

**COMMAND OPTIONS**:

The first-in Company Officer or acting officer in the first-arriving unit is faced with the need to make proper and reasonable decisions under the immediate pressure of the emergency. A size-up system becomes a vital and necessary tool to have in this situation. This same system is also necessary for subsequent incident commanders as their need to make decisions varies with the dynamics of the incident. The following five-point size-up system shall be utilized when operating at an incident:

□ **FACTS** (facts that the situation presents).

- Time of the incident
- Location of the incident
- Nature of the incident
- Life hazards
- Exposures
- Building, areas involved
- Weather

□ **PROBABILITIES** (predictions based upon the existing situation).

- Life hazards
- Extent of the incident
- Explosion potential
- Collapse potential
- Weather changes

□ **OWN SITUATION** (your resources and capabilities).

- Personnel and equipment on scene.
- Availability of additional resources
- Available water supply
- Appropriate strategic mode
- Actions already taken.

□ **DECISION** (result of your analysis of items 1, 2, and 3)

- Determine strategy
- Evaluate tactical options
- Select tactics

□ **PLAN OF OPERATION**
- Issue tactical assignments
- Coordinate activities
- Evaluate results
- Alter activities as necessary

The responsibility of the first arriving unit or member to assume Command of the incident presents several options, depending on the situation.

- ❖ If a chief officer, member, or unit without tactical capabilities (i.e., staff vehicle, no equipment, etc.) initiates Command, the establishment of a Command Post should be a top priority.
- ❖ At most incidents the initial commander will be the company officer/senior member

The following Command options define the company officer's direct involvement in tactical activities and the modes of Command that may be utilized.

□ **Nothing Showing—Investigative Mode**:

These situations generally require investigation by the initial arriving company while other units remain in level one staging. The officer should go with the company to investigate while utilizing a portable radio to Command the incident.

□ **Fast Attack—Mobile Command Mode**:

Situations that require immediate action to stabilize and requires the company officer's assistance and direct involvement in the attack. In these situations the company officer goes with the crew to provide the appropriate level of supervision. Examples of these situations include:

- Offensive fire attacks (especially in marginal situations).
- Critical life safety situations (i.e. rescue) must be achieved in a compressed time.
- Any incident where the safety and welfare of fire fighters is a major concern.
- Obvious working incidents that require further investigation by the company officer.

Where fast intervention is critical, utilization of the portable radio will permit the company officer's involvement in the attack without neglecting Command responsibilities. The Fast-Attack Mobile Command mode should not last more than a few minutes and will end with one of the following:

- ❖ Situation is stabilized.
- ❖ Situation is not stabilized and the company officer must withdraw to the exterior and establish a Command Post. At some time the company officer must decide whether or not to withdraw the remainder of the crew, based on

the crew's capabilities and experience, safety issues, and the ability to communicate with the crew. No crew should remain in a hazardous area without radio communication capabilities.

- ❖ Command is transferred to another company or Command officer. When a Command officer is assuming Command, the Command officer may opt to return the company officer to his/her crew, utilize the company officer as staff support, or assign him/her as a Sector officer.

### □ Command Mode – Stationary Command Post

Certain incidents, by virtue of their size, complexity, or potential for rapid expansion, require immediate strong, direct, overall Command in such cases, the company officer will initially assume an exterior, safe, and effective Command position and maintain that position until relieved by a chief officer. The tactical worksheet shall be initiated and utilized to assist in managing these types of incidents.

If the company officer assumes a Command mode, the following options are available with regards to the assignment of the remaining crew members.

- ❖ The officer may "move up" within the company and place the company into action with two or three members. One of the crew members will serve as the acting company officer and must be provided with a portable radio. The collective and individual capabilities and experience of the crew will regulate this action.
- ❖ The officer may assign the crew members to work under the supervision of another company officer. In such cases, the officer assuming Command must communicate with the officer of the other company and indicate the assignment of those personnel.
- ❖ The officer may elect to assign the crew members to perform staff functions to assist Command, such as information reconnaissance, filling out the tactical worksheet, etc.

**NOTE: THE AGENCY WITH PRIMARY JURISDICTIONAL AUTHORITY OVER THE INCIDENT DESIGNATES THE INDIVIDUAL AT THE SCENE RESPONSIBIE FOR ESTABLISHING COMMAND.**

A company officer assuming Command has a choice of modes and degrees of personal involvement in the tactical activities, but continues to be fully responsible for the Command functions. The initiative and judgment of the officer are of great importance. The modes identified are guidelines to assist the officer in planning appropriate actions. The actions initiated should conform to one of the above mentioned modes of operation.

**TRANSFER OF COMMAND**:

Command is transferred to improve the quality of the Command organization. When Command is transferred it should trigger upgrades in the Command structure. The following guidelines outline the Transfer of Command.

- ❖ The first fire department member arriving on the scene will automatically assume Command. This will normally be a company officer, but could be any fire department member up to and including the fire chief.
- ❖ The first arriving company officer will assume Command after the transfer of Command procedures have been completed (assuming an equal or higher ranking officer has not already assumed Command).
- ❖ The first arriving Command officer should assume Command of the incident following transfer of Command procedures.
- ❖ The second arriving Command officer should report to the Command Post, to assume the support officer position.
- ❖ Assumption of Command is discretionary for senior officers of the department.

In certain situations, it may be advantageous for the first arriving incident commander (i.e. company officer) to transfer Command to the next Company **ON THE SCENE**. This indicated when the initial commitment of the first arriving Company requires a full crew (i.e. immediate rescue situation) and another Company or Command officer is on the scene. When a chief officer arrives at the scene at the same time as the initial arriving Company, the chief officer should assume Command of the incident.

"Passing Command" to a unit that is not on the scene creates a gap in the Command process and compromises incident management. To prevent this "gap", Command **SHALL NOT BE TRANSFERRED TO AN OFFICER WHO IS NOT ON THE SCENE**. It is preferable to have the initial arriving company officer continue to operate in the Fast Attack mode until Command can be transferred to an arriving on-scene unit.

Should a situation occur where a later arriving Company or Command officer cannot locate or communicate with Command (after several radio attempts), they will assume and announce their assumption of Command and initiate whatever actions are necessary to confirm the safety of the missing crew.

**Within the Chain of Command, the actual Transfer of Command will be regulated by the following procedure:**

- □ The officer assuming Command will communicate with the person being relieved by radio or face-to-face. Face-to-face is the preferred method to transfer Command.
- □ The person being relieved will brief the officer assuming Command indicating at least the following:
  - o General situation status:
    - ▪ Incident conditions (fire location and extent, hazmat spill or release, number of patients, etc.)
    - ▪ Incident management plan
    - ▪ Completion of the tactical objectives
    - ▪ safety considerations
  - o Deployment and assignments of operating companies and personnel.
  - o Appraisals of need for additional resources.
- □ The person being relieved of Command should review the tactical worksheet with the officer assuming Command. This sheet provides the most effective framework for Command transfer as it outlines the location and status of personnel and resources in a standard form that should be well-known to all members.

The arrival of a ranking officer on the incident scene does not mean that Command has been automatically transferred to that officer. Command is only transferred when the outlined transfer of Command process has been completed.

The person being relieved of Command will be assigned to the best advantage by the officer assuming Command.

A ranking officer may elect to have a subordinate continue the role of incident commander. In cases where an individual is effectively commanding an incident and satisfactory progress is being made to bring the incident under control. It may be desirable for that person to continue in an active command role. The ranking officer must determine that the incident commander is completely aware of the position and function of operating companies and the general status of the situation. In these cases, the arriving ranking officer may assume a supportive role in the overall Command functions. The ranking officer will assume responsibility for the incident by virtue of being involved in the Command process.

**RULES OF ENGAGEMENT**:

The Incident Management System starts with the arrival of the first responder. Risk management shall be integrated into the routine functions of incident command. The concept of risk management shall be utilized on the basis of the following principles:

- Activities that present a significant risk to safety of personnel shall be limited to situations where there is a potential to save endangered lives.
- Activities that are routinely employed to protect property shall be recognized as inherent risks to the safety of personnel. Actions shall be taken to reduce or avoid hazards and unnecessary risks.
- No risk to the safety of personnel shall be acceptable when there is no possibility to save lives or property.

The following **Rules of Engagement** are meant to apply to all professions and all hazards encountered in conjunction with emergency response:

- We may risk our lives a lot, in a calculated manner, for savable lives, or for preventable further injury or death.
- We will not risk lives at all, for property or lives that are already lost.
- We may risk lives only a little, in a calculated manner, for salvageable property, or preventable further damage or destruction.
- We will endeavor to consider the needs of the others in the vicinity.

**Engagement Needs Assessment**:

- We will assess the benefits of our planned actions.
- We will consider the likelihood of success of our actions.
- We will consider the benefits we could provide if we succeed.

**Engagement Risk Assessment**:

- We will assess the threats of injury and death to responders and those in their care.
- We will consider the likelihood of threats occurring and their severity.
- We will endeavor to consider threats of property damage or destruction.

- Hazards
  - Fire and explosion hazards
  - Environmental hazards
  - Criminal and terrorist threats

- Incident factors
  - Scene access and egress
  - Environmental conditions
  - Evidence
  - Known or probable occupants
  - Occupant survival assessment

- Responder Capabilities
  - Available resources
  - Operational capabilities
  - Operational limitations
  - Training
  - Experience
  - Rest and rehabilitation

**STAGING**:

The purpose of Staging is to provide a standard system of resource placement prior to tactical assignments. Failure to use such a system will result in added confusion on the incident scene and units determining their own tactical assignments. Incident Commander's can lose track of their resources resulting in poorly applied resources; priorities being overlooked; the inability to oversee personnel safety; and a general lack of accountability. The following policy addresses two Staging requirements:

**Level I Staging**: the initial response involving multiple units.

**Level II Staging**: the response of multiple units beyond the initial response.

□ **Level I Staging: utilized by all responding units up to and including a full task force assignment regardless of the type of incident**.

- **First-arriving unit**:

  - Shall report to the most appropriate position on scene to carry out the duties specified in Responsibilities of Command.

  - If in a hydrant area and in lieu of orders to the contrary, the first-arriving engine company shall proceed to the most convenient hydrant and lay (or be prepared to lay) the appropriate size hoseline(s) should the type of incident necessitate water.

  - If in a no hydrant area, and in lieu of orders to the contrary, the first-arriving engine company shall lay (or be prepared to lay) the appropriate size hoseline(s) to the incident scene in such a manner as to allow for the establishment of a continuous water supply to the incident should the type of incident necessitate water.

- If in a no hydrant area and in lieu of orders to the contrary, the first-arriving tanker shall hook up and prepare to pump to any lines laid by the first-arriving engine, should the type of incident necessitate water.

- In lieu of orders to the contrary, the first-arriving truck company shall report to the same location as the first-arriving company. If an obvious rescue situation exists at another location, the first-arriving truck company may proceed to that location while advising the incident commander of the situation.

- **All Other Units**:

  - In lieu of orders to the contrary, all other units shall remain outside of the incident scene.

  - In lieu of orders to the contrary, all other units shall proceed to a convenient location (at a hydrant if available) approximately one block from the scene. Upon arrival at this location, unit commanders shall transmit, "(Unit ID) is staged (ID the location)." This message will inform the incident commander that the unit is ready for assignment.
  - No unit shall commit itself to any operation without having received orders or approval from COMMAND.

  - Unit commanders shall not request assignments from staging. Should a staged unit commander feel that the BIR indicated a need for their unit and no orders have been received, that shall repeat the transmission "unit (ID) is staged (ID the location)." If the second transmission is not acknowledged, the unit commander shall report directly to the incident commander by walking to the Command Post.

□ **Level II Staging – utilized by all responding units beyond the 1st Alarm assignment.**

- **Level II Staging** shall utilize an area suitable to park, organize, and coordinate the anticipated response of additional resources.

  - **COMMAND**, upon requesting additional resources, shall inform Dispatch of the designated location of the Level II staging area.

  - The first unit commander arriving at the Level II Staging area and without orders to the contrary, shall assume Staging Area Manager.

  - Communications to and from the incident scene and the Level II Staging area shall be directly between **COMMAND/OPERATIONS** and the Staging Area Manager. Requests for assignment of units from staging shall be directed from **COMMAND/OPERATIONS** to the Staging Area

Manager. No unit shall take any action except as directed by the Staging Area Manager.

- **Duties of the Staging Area Manager**:

  - Identify location by use of warning lights. All other units shall turn off all lights.

  - Log in all responding resources and notify **COMMAND/OPERATIONS** of available resources.

  - Park apparatus in such a manner as to avoid congestion and facilitate movement.

  - Dispatch resources as directed by **COMMAND/OPERATIONS**. Directions to resources should be verbal so as not to tie up radio frequencies.

  - Maintain a level of resources in staging as directed by **COMMAND**.

  - Coordinate with police to ensure access and security of the Staging Area.

**GENERAL INFORMATION**:

The response and arrival of additional ranking officers on the incident scene strengthens the overall Command function. As the incident escalates, the incident commander should use these Command officers to fill Group, Branch, and Section positions, strengthening the Command structure. Additional officers should be assigned to Accountability officer positions as needed.

When the first arriving unit is a Command officer, efforts should be automatically directed towards establishing a Command Post and fulfilling the Command functions. A Command Post in a vehicle equipped for this purpose is a priority at all working incidents. A vehicle which provides appropriate work space for the incident commander and staff personnel, lighting, communications equipment, supplies reference items, and some isolation from outside distractions will make Command more effective.

Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes, such as decontamination, mass care, and evacuation. The Incident Commander will direct the identification and location of facilities based on the requirements of the situation at hand. Typical predestinated facilities include incident command posts, bases, camps, staging areas, mass casualty triage areas, and others, as required.

Company and Command officers should eliminate all unnecessary radio traffic while responding, unless such communications are required to ensure that Command functions are initiated and completed. This requires the initial incident commander to give a clear on-the-scene report and continue to give updated progress reports as needed.

Chief officers and staff personnel should report directly to the Command Post to notify the incident commander of their availability to assume incident duties. These

personnel should park their vehicles in a location that does not restrict access to the scene and report to the Command Post for assignment.

The incident commander is responsible for managing the incident. The fire department empowers that individual (the incident commander) with the authority to turn his/her decisions into actions (formulate a plan and assign companies). Simply stated, the incident commander outranks everybody*. If a higher ranking officer wants to affect a change in the management of an incident, he/she must first be on the scene of the incident and then utilize the transfer of Command procedure.

*** Anyone can effect a change in incident management in extreme situations relating to safety by notifying Command and initiating corrective action**.

**BENCHMARKS**:

The Tactical Priorities for structural fires/incidents are:

1. Rescue
2. Fire Control
3. Property Conservation
4. Customer Stabilization

Benchmarks are announcements that a particular activity or assignment has been completed. They serve three purposes:

1. Benchmarks let Command know that a specific activity has been completed.
2. Benchmarks lend an air of "closure" to a sector assignment. Time announcements or notations should be made to indicate when specific activities have been completed. If legal actions or questions concerning the incident arise, the incident time line can give a relatively true picture of the incident.
3. Benchmarks are designed to give Command a better understanding of the progress being made.
4. The Incident Commander confirms benchmark to dispatch.

Benchmarks provide a systematic "check-and-balance" system that permits Command to determine whether what sector officers believe to be happening is indeed happening. Benchmarks are brief and specific. The following benchmarks shall be used during structural firefighting operations.

- **Command's Benchmark: "Under Control"** is the benchmark given by Command to Dispatch when conditions warrant. It indicates the following:
  - The fire is under control or the major portion of the incident is over.
  - The need for additional equipment or mutual aid is no longer exists or has been substantially diminished. Some departments put other units (or other departments) on standby during incidents. This benchmark could serve to let the standby units to stand down.

- **Attack's Benchmark: "The Fire is Knocked Down"** indicates that Attack has found and knocked down the main body of fire. Attack gives this benchmark to Command as soon as practicable.
  - Attack should immediately begin checking for extension.
  - Attack should begin to overhaul the fire area when Command directs them to do so. Overhaul is responsible for putting out the last

vestiges of the fire; no matter where it is, and for determining the area of origin.
    - The normal progression is for Attack to go from Attack to Extension to Overhaul.

□ **Rescue Benchmark: "All Clear"** indicates that a primary search has been conducted and that all savable victims have been removed from the structure.
    - Once the search has been completed and the "All Clear" has been given. Command can assign Search to start a secondary search, reassign Search to another sector, or bring the crew out of the structure.
    - "All Clear" means specifically that a search sector was assigned and that they entered the structure and had completed a primary search.

□ **Loss Control: "Loss Stopped"** indicates that all damage has been stopped and all remaining property is protected.

□ **Backup's Benchmark: "Backup line in place"** is given by backup to indicate that the backup line has been pulled, stretched, and charged in the appropriate area in the structure. Backup given this benchmark to Command immediately on placement of the backup line.
    - ° It is imperative that Command be informed when the backup line has been positioned, not when it is being positioned. Command knows that the backup sector is ready to focus on the safety of interior crews.

□ **Ventilation's Benchmark: "Ventilation Complete"** indicates that natural or mechanical ventilation has commenced or that an adequate ventilation hole has been opened on the roof or in another appropriate area.
    - It should be given as soon as the mechanism of ventilation is in operation.
    - This benchmark gives Command an indication that conditions on the fireground may be changing.

□ **Exposure's Benchmark: "Exposure Covered"** indicates that protective lines have been placed and are in operation.
    - Exposure will then, if necessary, enter the exposed building to determine whether fire has entered the structure. This fact should be relayed to Command as soon as entry has been made,
    - Once Command hears an officer is looking out for the exposed structures, he/she can again "sit back and look for other problems to solve."

□ **Extension's Benchmark: "Extension Areas Checked"** indicates that the area surrounding the fire has been checked.
        - ▪ Command now knows that an officer and his crew checked above, around, and below the fire for extension.
    - Had the extension officer found any extension of fire, he/she would have informed Command of that fact, as well as of the location of the extension, and let Command (or Operations) determine how best to control it,

- Normally, Attack handles the extension of fire and extinguishes it while Command either reassigned Extension or tells him/her and crew to get out of the structure.

□ **Overhaul's Benchmark: "Overhaul Complete"** is given to Command by Overhaul as soon as the area of origin has been determined and the last vestiges of the fire have been extinguished.
  - It should be given prior to removing the last line within the structure and after the overhaul officer has taken his last walk through the structure to look for any traces of smoke or fire.

□ **Salvage's Benchmark: "Salvage Complete"** benchmark is given by Salvage to Command after all savable property has been protected from the effects of the fire.
  - This benchmark does not mean that the ceiling has stopped dripping and the tarps can be removed. It means that the tarps have been spread and are keeping water off valuables.

□ **Rapid Intervention Team Benchmarks: "Crew Located" and "Crew Outside"** are given by the rapid intervention team to Command at the appropriate time.
  - "Crew Located" indicates that the lost or trapped crew members have been found. It says nothing about their condition.
  - "Crew Outside" is given when the crew has been taken outside.
  - Remember that RIT might choose to remove the crew by a route that may be out of view from the command post.

Benchmarks mean the end of incident confusion. Areas that needed to be visually checked by Command in the past now can be verbally "checked" by systematic, standardized statements.

Once Command is informed that an activity has been completed, he can reevaluate the scene and his/her to-do list, and do one of the following:

□ Give that crew a new assignment;
□ Have that crew report to another sector under another officer; or
□ Have the company report outside for a break, go to rehab, or go back home.

It's Command choice. Benchmarks help give Command total control of the incident.

**COMMAND STAFF**:

The Command Staff is responsible for the overall management of an incident. A single Incident Commander is designated for incidents that occur within a single jurisdiction with no functional agency overlap or when all parties to a cross-jurisdictional or multifunctional response agree to a single Incident Commander. The Incident Commander develops incident objectives on which subsequent incident action planning will be based. The Incident Commander approves the Incident Action Plan and all requests pertaining to the ordering and releasing of incident resources.

The incident scene is often a dynamic, intense, and exciting place. As the incident grows into and past the requirements of a first alarm assignment, the incident commander can be overloaded and overwhelmed with information management, assigning companies (units), filling out and updating the tactical worksheet, planning,

forecasting, calling for additional resources, talking on the radio, and fulfilling all the other functions of Command. The immediate need of Command at this point in the incident is support! The incident commander is still playing catch up with the functions of Command; the only reason to assign the second Command officer to a sector is if safety is an extreme in that sector.

**NOTE**: The following positions are not mandatory to be filled. However, if the incident commander decides that they are required then the following roles and responsibilities shall be used.

Roles and responsibilities of the Support Officer:

- □ Define, evaluate, and recommend changes to the plan.
- □ Provide direction relating to tactical priorities, specific critical fireground factors, and safety.
- □ Evaluate the need for additional resources.
- □ Assign logistics responsibilities.
- □ Assist with the tactical worksheet for control and accountability.
- □ Evaluate the fireground organization and span of control.
- □ Other duties as necessary.

Roles and responsibilities of the Senior Advisor:

- □ Review and evaluate the plan and initiate any needed changes.
- □ Provide on-going review of the overall incident (Big Picture).
- □ Review the organizational structure, initiate change or expansion to meet incident needs.
- □ Initiate Section and Branch functions as require.
- □ Provide a liaison with other city agencies and officials, outside agencies, property owner and tenants.
- □ Other duties as necessary.

In order to maintain continuity and overall effectiveness, the senior advisor and support officer must be in the Command Post with the incident commander.

**COMMAND STRUCTURE**:

**OVERVIEW**: It is the responsibility of Command to develop an organizational structure, using standard operating procedures, to effectively manage the incident scene. The development of the organizational structure should begin with deployment of the first arriving fire department unit and continue through a number of phases, depending on the size and complexity of the incident. The Command organization must develop at a pace which stays ahead of the tactical deployment of personnel and resources. In order for the incident commander to manage the incident, he/she must first be able to direct, control, and track the position and function of all operating companies (unit). Building a Command organization is the best support mechanism the incident commander can utilize to achieve the harmonious balance between managing personnel and incident needs. Simply put, this means:

- □ Large scale and complex incidents = Big Command organization
- □ Small scale and “simple” incidents = Small Command organization
- □ The incident commander should have more people working than Commanding.
- □ The basic configuration of Command includes three levels:
  - Strategic Level – overall direction of the incident.

- Tactical Level – objectives assigned to division/groups.
- Task Level – task objectives assigned to Companies (unit).

**INCIDENT TYPES BASED ON FIVE LEVELS OF COMPLEXITY:**

**TYPE 5**:

- The incident can be handled with one or two single resources, with up to six personnel.
- Command and general staff positions (other than the IC) are not activated.
- No written IAP is required.
- The incident is contained within the first operational period, often within an hour to a few hours after resources arrive on scene.
- Examples include a vehicle fire, an injured person, or a police traffic stop.

**TYPE 4**:

- Command staff and general staff functions are activated only if needed.
- Several resources are required to mitigate the incident, including a task force or strike team.
- The incident is usually limited to one operational period in the control phase.
- The agency administrator may have briefings, and ensures the complexity analysis and delegation of authority is updated.
- No written IAP is required, but a documented operational briefing will be completed for all incoming resources.
- The role of the agency administrator involves operational plans, including objectives and priorities.

**TYPE 3**:

- When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.
- Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions.
- A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.
- The incident may extend into multiple operational periods.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.

**TYPE 2**:

- This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods.
- A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.
- Most or all of the command and general staff positions are filled.
- A written IAP is required for each operational period. Many of the functional units are needed and staffed.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

**TYPE 1**:

- □ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.
- □ All command and general staff positions are activated.
- □ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- □ Branches need to be established.
- □ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.
- □ Use of resource advisors at the incident base is recommended.
- □ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

**The Strategic Level** involves the overall Command of the incident. The Command team is responsible for the strategic level of the Command structure. The Incident Action Plan (IAP) defines where and when resources will be assigned to the incident and control the situation. This plan is the basis for developing a Command organization, assigning all resources and establishing tactical objectives by priority. Incident Action Plan provides a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities. NOTE: Refer to Incident Action Plan appendix for further information. The Strategic Level responsibilities include:

- □ Determining the appropriate strategy: Offensive or Defensive
- □ Establishing a strategic plan for the incident.
- □ Setting priorities
- □ Obtaining and allocating resources.
- □ Predicting outcomes and planning.
- □ Assigning specific objectives to tactical level units.

**The Tactical Level** directs activities toward specific objectives. Tactical Level officers include Group officers, who are in charge of grouped resources. Tactical Level officers (Group officers) are responsible for specific geographic areas or functions, and supervising personnel assigned to the group. A group assignment comes with the authority to make decisions and assignments, within the boundaries of the overall plan and safety conditions. The accumulated achievements of tactical objectives should accomplish the Strategic Level goals.

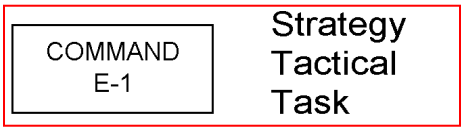
**COMMAND STRUCTURE – BASIC ORGANZIATION**:

The Task Level refers to those activities normally accomplished by individual companies or specific personnel. The Task Level is where the work is actually done. Task Level activities are routinely supervised by company officers. The accumulated achievement of task Level activities should accomplish tactical objectives.

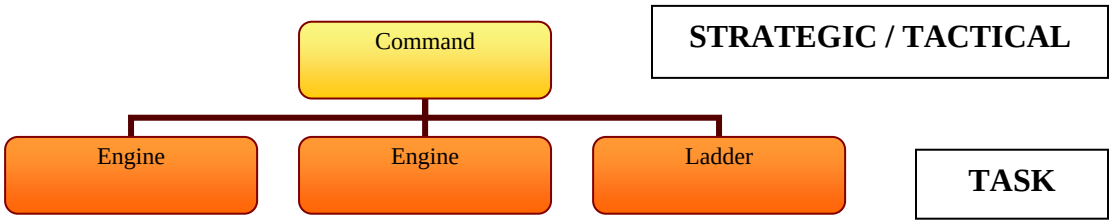
**NOTE: Under NIMS the term Sectors is not recognized. Resources assembled for geographical assignments are referred to as <u>Divisions</u> and resources assigned for a specific function are referred to as <u>Groups</u>. It is the responsibility of the Incident Commander to determine what term will be used for the specific incident. This SOP uses the term Groups for explanation purposes.**

**EXAMPLES**:

The most basic Command structure combines all three levels of the Command structure. The company officer on a single engine (unit) response to a dumpster fire determines the strategy and tactics and supervises the crew doing the task:



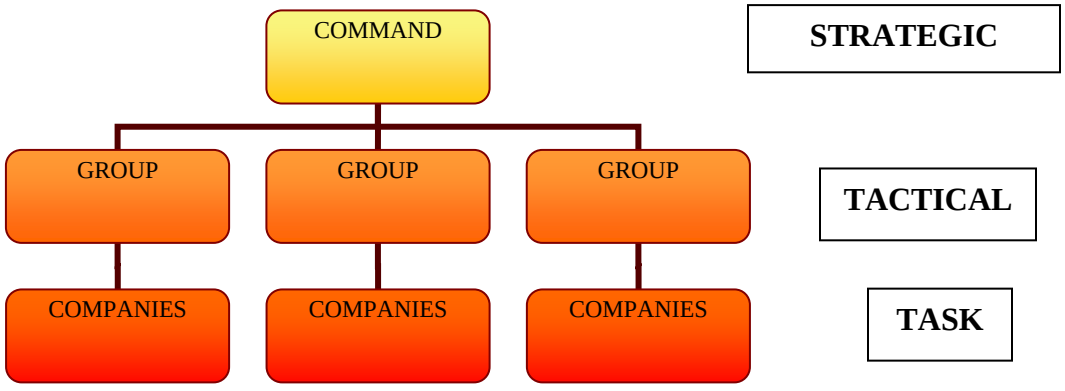

The basic structure for a "routine" incident involving a small number of companies requires only two levels of the Command structure. The role of Command combines the strategic and tactical levels. Companies report directly to Command and operate at the Task Level.




**GROUP OFFICERS**:

Complex emergency situations often exceed the capability of one officer to effectively manage the entire operation. The incident commander should assign companies (unit) into groups. Groups reduce the span of control to more manageable smaller sized units. Groups allow the incident commander to communicate principally with Group officers, rather than multiple, individual company officers, thus providing an effective Command structure and incident scene organization. Generally, group responsibilities should be assigned early in the incident, typically to the first company assigned to a geographic area (North Branch) or function (Roof Group). This early establishment of groups provides an effective Incident Command organization framework on which the operation can be built and expanded.

As groups are implemented, Command continues to operate at the strategic level determining the overall strategy to deal with the incident.




**COMMAND STRUCTURE – GROUPS, BASIC OPERATIONAL APPROACH**:

Normally, at this type of incident, a Company officer can effectively supervise his/her own crew and direct and coordinate the efforts of one or two additional companies assigned to his/her sector. As operations expand in complexity and size and

as additional chief officers become available, the incident commander should assign them to relieve company officers and assume group responsibilities.

The use of groups in the Command organization provides a standard system to divide the incident scene into smaller subordinate Command units or areas.

Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates, with five being optimal. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations.

The number of groups that can be effectively managed by the incident commander varies. In fast moving complex operations, a span of control of no more than five groups is indicated. In slower moving less complex operations, the incident commander may effectively manage more groups.

Where the number of groups exceeds the span of control that the incident commander can effectively manage, the incident organization should be divided to Branches; each Branch is responsible for several groups and should be assigned a separate radio channel.

Group procedures also provide an array of major functions which may be selectively implemented according to the needs of a particular situation. This places responsibility for the details and execution of each particular function on a Group officer.

When effective group have been established, the incident commander can concentrate on overall strategy and resource allocation, allowing the Group officers to manage their assigned units. The incident commander determines strategic goals and assigns tactical objectives and resources to the groups. Each Group officer is responsible for the tactical deployment of the resources at his/her disposal in order to complete the tactical objectives assigned by the incident commander. Group officers are also responsible for communicating needs and progress to Command.

Groups reduce the overall amount of radio communications. Most routine communications within a group should be conducted in a face-to-face manner between company officers and their Group officer. This process reduces unnecessary radio traffic and increases ability to transmit critical radio communications.

The safety of fire fighting personnel represents the major reason for establishing sectors. Each Group officer must maintain communication with assigned companies to control both their position and function. The Group officer must constantly monitor all hazardous situations and risks to personnel. The Group officer must take appropriate action to ensure that companies are operating in a safe and effective manner.

**Command Should Begin to Assign Groups Based on the Following Factors**:

- □ Situations which will eventually involve a number of companies or functions, beyond the capability of Command to directly control. Command should initially assign division/group responsibilities to the first companies assigned to a geographic area or function until chief officers are available.
- □ When Command can no longer effectively cope with (or manage) the number of companies currently involved in the operation.

- When companies are involved in complex operations (large interior or geographic area, hazardous materials, technical rescues, etc.)
- When companies are operating from tactical positions which Command has little or no direct control over (i.e. out of sight).
- When the situation presents specials hazards and close control is required over operating companies (i.e., unstable structural conditions, hazardous materials, heavy fire load, marginal offensive situations, etc.).
  - Tactical objectives.
  - A radio designation (roof group, east group, etc.).
  - The identity of resources assigned to the group.

**Groups Will Be Regulated By The Following Procedures**:

- It will be the on-going responsibility of Command to assign groups as required for effective emergency operations; this assignment will relate to both geographic and functional division/group.
- Command shall advise each Group officer of specific tactical objectives. The overall strategy and plan will and should be also provided (time permitting), so the Group officer has some idea of what's going on and how his/her assignment fits in.
- The number of companies assigned to a group will depend upon conditions within that group. Command will maintain an awareness of the number of companies operating within a group and the capability of that Group Officer to effectively direct operations. If a Group Officer cannot control the resources within the sector, he/she should notify the incident commander so that group responsibilities can be split or other corrective action taken. In most cases five (5) companies represents the maximum span of control for the Group Officer.
- Groups assigned to specific operating areas will be designated by directions (East Group, North Group, etc.). Where incident involve odd geographic boundaries (Grand Avenue) it may be confusing to assign directional designations to group (East Group, etc.). An alternate use of Group A, B, C, or D may be used. Group "A" would be the front of the building and the other groups would go clockwise around the building in alphabetical order.

In multi-story occupancies, groups will usually be indicated by floor numbers (Group 4 indicates 4th floor). In some cases the floor group identification may be subdivided into geographic areas such as "Group 4 East" or Group 4 West depending on stairwell and floor access.

Group officers will use the group designation in radio communications (i.e. "North Group to Command").

Group will be commanded by a Group officer. Group officers can be chief officers, company officers, or any other fire department member designated by Command.

In many cases, the initial group responsibility will be given to the company officer who received the initial assignment to a basic tactical position or function (north, treatment, roof, etc.).

**Command Will Assign a Command Officer to Assume Group Responsibilities ASAP**:

Regular Transfer of Command procedures will be followed in transferring sector responsibility.

In some cases, a Group officer may be assigned to an area/function initially to evaluate and report conditions and advise Command of needed tasks and resources. The assigned officer will proceed to the area, evaluate and report conditions to the incident commander and assume responsibility for directing resources and operations within his/her assigned area of responsibility.

The Group officer must be in a position to directly supervise and monitor operations. This will require the Group officer to be equipped with the appropriate protective clothing and equipment for his/her area of responsibility. Group officers assigned to operate within the hazard zone must be accompanied by a partner.

Group Officers will be responsible for and in control of all assigned functions within their sector. This requires each Group Officer to:

- □ Complete objectives assigned by Command.
- □ Account for all assigned personnel.
- □ Ensure that operations are conducted safely.
- □ Monitor work progress.
- □ Redirect activities as necessary.
- □ Coordinate actions with related activities and adjacent sectors.
- □ Monitor welfare of sector personnel.
- □ Request additional resources as needed.
- □ Provide Command with essential and frequent progress reports.
- □ Re-allocate resources within the sector.

The Group officer should be readily identifiable and maintain a visible position as much as possible.

The primary function of company officer working within a Group is to direct the operations of their individual crews in performing assigned task. Company officers will advise their Group officer of work progress, preferably face-to-face. All request for additional resources or assistance within a group must be directed to the Group officer. Group officers will communicate with "Command."

Each Group officer will keep Command informed of conditions and progress in the sector through regular progress reports. The Group officer must prioritize progress reports to essential information only.

**Command must be advised immediately of significant changes, particularly those involving the ability or inability to complete an objective, hazardous conditions, accidents, structural collapse, etc.**

When a company is assigned from Staging to an operating Group, the company will be told what group and which group officer they will be reporting to. The Group officer will be informed of which particular companies or units have been assigned by the incident commander. It is then the responsibility of the Group officer to contact the assigned company to transmit any instructions relative to the specific action requested.

Group officers will monitor the condition of the crews operating in their group. Relief crews will be requested in a manner to safeguard the safety of personnel and maintain progress toward the sector objectives.

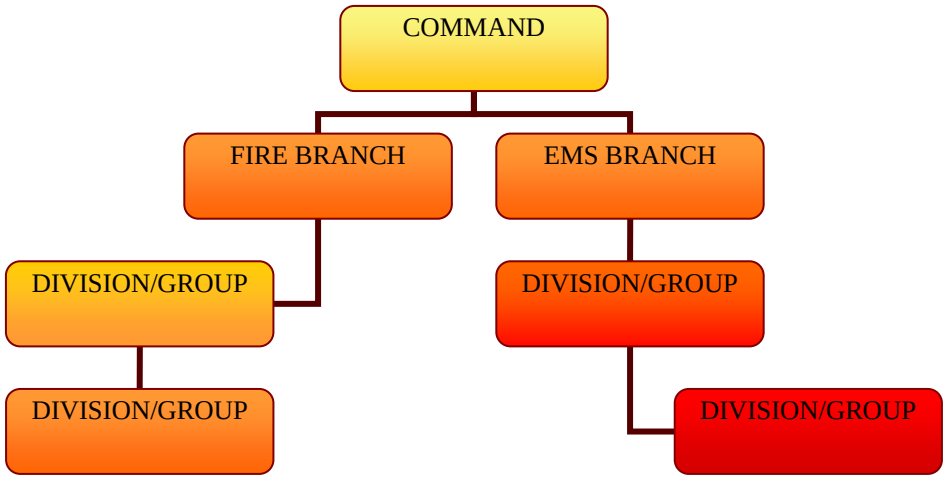
Group officers will insure an orderly and thorough reassignment of crews to rehab sector. Crews must report to rehab intact to facilitate accountability.

**Command Structure – Expanding the Organization; Branch Officers**

As the incident organization grows in complexity and the span of control with sectors is maximized, the incident commander may implement an additional intermediate level with the Command Organization. The Branch level of the organization is designed to provide **COORDINATION** between the Groups and Command. Branch officers supervise and mange a number of Group officers and report to the incident commander.

- Strategic Level – Incident Commander
- Coordination Level – Branch Officers
- Tactical Level – Group Officers
- Task Level – Companies

Branch officers should be utilized at incidents where the span of control with groups is maximized, incidents involving two or more distinctly different major management components (i.e. a large fire with a major evacuation, a large fire with a large number of patients). The incident commander may elect to assign Branch officers as forward positions to coordinate the activities between groups.




The intent of the Branch level of the Command structure is to split an incident into manageable components and reduce the span of control. Branch officers will normally be utilized at very large scale incidents that involve two or more major components. The following types of incidents are examples where Branch officers should be utilized.

- A hazmat incident that requires a major evacuation.
- A large scale incident spread over a wide geographic area.
- An incident with mass causalities and significant hazard (i.e., fire, hazmat, plane crash, floods, etc.).
- Any incident where the number of groups exceed the span of control that can be effectively managed by the incident commander.

Branch officers manage and direct activities of Group officers. Branch officers should operate on separate radio channels if possible. The radio designation of Branch officers should reflect the function or geographic area of the Branch (i.e., Fire Control

Branch, Medical Branch, Hazmat Branch, West Branch, etc.). When command implements Branch officers, the Sector officers should be notified by Command of their new supervisor. This information should include:

- What Branch the group is now assigned to.
- The radio channel the Branch (and group) is operating on.

Branch officer's positions should be assigned to chief officers (whenever possible). Depending on the situation, Branch officers may be located at the Command Post or at a remote location. When located at the Command Post, Branch officers can communicate on a face-to-face basis with the Incident Commander and/or the Operations Officer. When an incident encompasses a large geographic area it may be more effective to have Branch officers in forward operating positions. When Branch officers are sent to forward positions, they should utilize a Command officer's vehicle as a forward Branch Command Post (when feasible). In these situations, Command must assign officers in the Command Post to monitor each Branch radio channel.

Command may occasionally be faced with a situation where he/she has very little control over operational group(s). This would include groups in conflicting positions (personnel blasting one another with hose streams), multiple groups spilling into each other, defensive fire operations in one area and offensive operations in the adjoining fire area. Command should utilize a Branch officer in these types of situations to go to a forward position and coordinate the activities of these groups.

Branch officer are not limited to Operations. Any of the Section officers may also implement Branches within their individual sections as needed.

**Command Structure – Expansion to Major Operations (Unified Command)**

**Sections:**

As a small incident escalates into a major incident additional organizational support will be required. As additional ranking officers arrive on the scene, the Command Post organization (Team) may be expanded through the involvement of Command officers and staff personnel to fill section positions. Section officers assist the Incident Command Staff with the overall management of the incident scene and operate at the Strategic Level. The incident commander implements Sections as needed, depending on the situation and priority of needs (one incident may only require a Logistics Section while another incident may require all the sections to be implemented).

In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, **Unified Command** allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Unified Command works best when the participating members of the Unified Command collocate at the incident Command Post and observe the following practices:

- Select an Operations Section Chief for each operational period.
- Keep each other informed of specific requirements.
- Develop a consolidated Incident Action Plan, written or oral, that is evaluated and updated at regular intervals.
- Establish procedures for joint decision making and documentation.

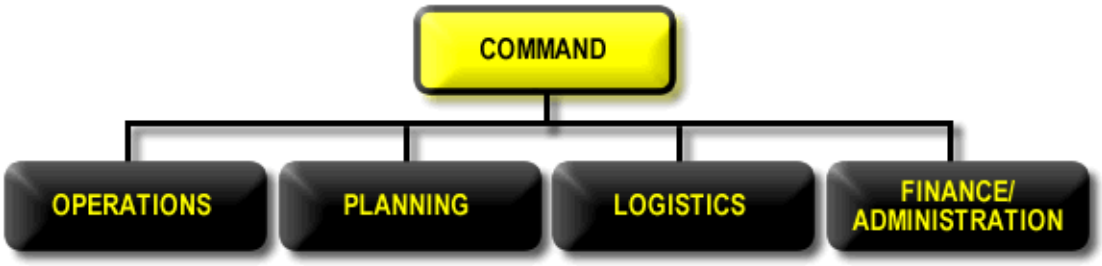
All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participates in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; jointly planning tactical activities; integrating tactical operations; approving, committing, and making optimum use of all assigned resources.

Where the communications system permits, Section officers should operate on separate radio channels and utilize the radio designation that identifies their section (planning, logistics, etc.).

During the initial phases of the incident the initial incident commander and his/her staff normally carries out these four section functions. The Fire Department's involvement and needs at the incident scene can be divided into sections. They are:

- □ **INCIDENT COMMANDER – COMMAND STAFF**
- □ **SAFETY OFFICER**
- □ **LAISON OFFICER**
- □ **PUBLIC INFORMATION OFFICER**

- □ **GENERAL STAFF**
- □ **LOGISTICS SECTION**
- □ **PLANNING SECTION**
- □ **OPERATIONS SECTION**
- □ **FINANCE/ADMINISTRATIVE SECTION**
- □ **INFORMATION AND INTELLIGENCE**




INCIDENT COMMAND SYSTEM: COMMAND STAFF & GENERAL STAFF

**TITLES ASSIGNED:**

The following table depicts the distinctive title assigned to each element of the ICS organization at each corresponding level, as well as the leadership title corresponding to each individual element.

| ORGANZIATIONAL ELEMENT | LEADERSHIP POSITION |
|---|---|
| | |
| INCIDENT COMMAND | INCIDENT COMMANDER (IC) |
| COMMAND STAFF | OFFICER |
| SECTION | SECTION CHIEF |

| | |
|---|---|
| BRANCH | BRANCH DIRECTOR |
| DIVISIONS AND GROUPS* | SUPERVISOR |
| STRIKE TEAM/TASK FORCE | LEADER |
| UNIT** | UNIT LEADER |
| SINGLE RESOURCE | BOSS |

* The hierarchical term supervisor is only used in the Operations Section.
** Unit leader designations apply to the subunits of the Operations, Planning, Logistics, and Finance/Administration Sections.

**COMMON RESPOSIBLITIES**: the following is a checklist applicable to all personnel in an Incident Command System organization:

□ **NOTE**: Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
- Check-in. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- Incident Action Plan. Response operations must be directed and coordinated as outlined in the Incident Action Plan.
- Unity of Command. Each individual involved in incident operations will be assigned to only one supervisor.
- Span of Control. Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
- Resource Tracking. Supervisors must record and report resource status changed as they occur.

□ Receive assignment from your agency, including:

- Job assignment (e.g., Strike Team designation, position, etc.)
- Resource order number and request number.
- Reporting location.
- Reporting time.
- Travel instructions.
- Any special communications instructions (e.g., travel, radio frequency).

□ Upon arrival at the incident, check-in at the designated check-in location. Check-in may be found at any of the following locations:

- Incident Command Post (ICP).
- Base or camps
- Staging areas
- Note: if you are instructed to report directly to a line assignment, check-in with the Division/Group Supervisor.

□ Receive briefing from immediate supervisor.
□ Agency Representatives from assisting or cooperating agencies report to the Liaison Officer (LO) at the ICP after check-in.
□ Acquire work materials.
□ Supervisors shall maintain accountability for their assigned personnel with regard as to exact location(s) and personal safety and welfare at all times, especially when working in or around incident operations.

- □ Organize and brief subordinates.
- □ Know your assigned radio frequency(s) for your area of responsibility and ensure that communication equipment is operating properly.
- □ **Use clear text and NIMS terminology (no codes) in all radio communications.** All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications"
- □ Complete forms and reports required of the assigned position and send through the supervisor to the Documentation Unit.
- □ Respond to demobilization orders and brief subordinates regarding demobilization.

**Unit Leader Responsibilities** – In the Incident Management System, a number of the Unit Leader's responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists in subsequent duty positions.

- □ Review Common Responsibilities
- □ Upon check-in receive briefing from Incident Commander, Section Leader, or Branch Director as appropriate.
- □ Participate in incident planning meetings, as required.
- □ Determine current status of unit activities.
- □ Order additional unit staff, as appropriate.
- □ Determine resource needs.
- □ Confirm dispatch and estimated time of arrival of staff and supplies.
- □ Assign specific duties to staff; supervise staff.
- □ Develop and implement accountability, safety and security measures for personnel and resources.
- □ Supervise demobilization of unit, including storage of supplies.
- □ Provide Supply Unit leader with a list of supplies to be replenished.
- □ Maintain unit records, including Unit/Activity Log (ICS Form 214).

**COMMAND STAFF POSITIONS**:

**NOTE:** Command Staff must continually interact and share vital information and estimated of the current and future situation and develop recommended courses of action for consideration by the Incident Commander. Members of the Command Staff are typically identified in ICS as Safety Officer, Liaison Officer, and Public Information Officer. Additional positions may be required, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific requirements established by the Incident Commander. Command Staff members report directly to the Incident Commander.

The **Safety Officer** (SO) function is to develop and recommend measures for assuring personnel safety and to assess and/or anticipate hazardous and unsafe situations. The SO monitors incident operations and advises the Incident Commander on all matters relating to operational safety. The SO is responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, implementation of measures to promote emergency responder safety, and the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. Only one incident SO is designated (even under Unified Command). The SO, Operations Section Chief, and Planning Section Chief coordinate closely regarding operational safety and emergency responder health and safety issues. The SO coordinates safety management functions and issues across

jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.

The SO may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities, such as air operations, hazardous materials, etc. The major responsibilities of the Safety Officer are:

- □ Review Common Responsibilities.
- □ Participate in planning meetings.
- □ Identify hazardous situations associated with the incident.
- □ Review the Incident Action Plan for safety implications.
- □ Exercise emergency authority to stop and prevent unsafe acts.
- □ Investigate accidents that have occurred within the incident area.
- □ Assign assistants, as needed.
- □ Review and approve the medical plan.
- □ Develop the Site Safety Plan and publish Site Safety Plan Summary (ICS form 208) as required.
- □ Maintain Unit/Activity Log (ICS Form 214).

The **Liaison Officer** (LNO) – incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the LO position on the Command Staff. The LNO is the point of contact for representatives of other government agencies, non governmental organizations, and/or private entities in either a single or Unified Command structure. Agency and organizational representatives have the authority to speak for their parent agencies on all matters, following appropriate consultations with their agency leadership.

Only one LNO will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The LNO may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

The LNO is assigned to the incident to be the contact for assisting and/or cooperating Agency Representatives.

- □ Review Common Responsibilities
- □ Be a contact point for Agency Representatives.
- □ Maintain a list of assisting and cooperating agencies and Agency Representatives. Monitor check-in sheets daily to ensure that all Agency Representatives are identified.
- □ Assist in establishing and coordinating interagency contacts.
- □ Keep agencies supporting the incident aware of incident status.
- □ Monitor incident operations to identify current or potential inter-organizational problems.
- □ Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- □ Coordinate response resource needs for incident investigation activities with the Operation Section.
- □ Ensure that all required agency forms, reports and documents are completed prior to demobilization.
- □ Have debriefing session with the Incident Commander prior to departure.
- □ Maintain Unit/Activity Log (ICS Form 214).
- □ Coordinate activities of visiting dignitaries.

**Public Information Officer** – the Public Information Officer (PIO) is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Whether the command structure is single or unified, only one incident PIO should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information.

Only one PIO will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The PIO may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

One of the mechanisms available to the PIO on large incidents is to establish a joint information system (JIS). The JIS provides an organized, integrated, and coordinated mechanism for ensuring decision makers and the public are fully informed throughout a domestic incident or other emergency. It includes plans, protocols, and structures used to provide information to the public during an emergency. Key elements of the JIS include interagency coordination and integration, developing and delivering coordinated messages, and support decision makers.

- □ Provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis.
- □ A separate JIS plan is used to provide information to the public during incident operations that is maintained by personnel trained to perform the duties of Public Information Officer.
- □ Encompass all public information operations related to an incident, including all Federal, State, local, tribal, and private organization PIOs, staff, and JICs established to support an incident.
- □ Perform interagency coordination and integration.
- □ Develop and deliver coordinated messages.
- □ Provide support for decision makers
- □ Be flexible, modular, and adaptable.

One way to ensure that public information is coordinated in an efficient manner is to establish a joint information center (JIC). The JIC becomes a central, physical location from which information can be coordinated across various jurisdictions and agencies as well as between governmental partners, the private sector, and nongovernmental agencies, incident commanders and multiagency coordination entities, working with the PIO, establish and oversee JICs and the process for coordinating and clearing public communications. The level of government at which the JIC is established will vary depending on the incident and local preferences and procedures. A single JIC location is preferable, but the JIS should be flexible enough to accommodate multiple JICs should the situation dictate that. Regardless of local preferences, JICs have the following common characteristics:

- □ The JIC includes representatives of all players in managing the response. This may include jurisdictions, agencies, private entities, and nongovernmental organizations.
- □ Each JIC must have procedures ad protocols for communicating and coordinating effectively with other JICs and with the appropriate components of the ICS organization.
- □ Representatives of each jurisdiction, agency, private sector organization, and nongovernmental organization involved in incident management activities.

- □ Multiple JIC locations when required by the circumstances of an incident.
- □ Each JIC to communicate and coordinate with other JICs and other appropriate components of the ICS organization.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the PIO, which would generally apply on any incident, are as follows:

- □ Review Common Responsibilities
- □ Determine from the Incident Commander if there are any limits on information release.
- □ Develop material for use in media briefings.
- □ Obtain Incident Commander approval of media releases.
- □ Inform media and conduct media briefings.
- □ Arrange for tours and other interviews or briefings that may be required.
- □ Obtain media information that may be useful to incident planning.
- □ Maintain current information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel
- □ Maintain Unit/Activity Log (ICS Form 214).

**General Staff:**

**NOTE:** General Staff must continually interact and share vital information and estimated of the current and future situation and develop recommended courses of action for consideration by the Incident Commander.

The **Logistics Section** is the support mechanism for the organization. Logistics provides services and support systems to all the organizational components involved in the incident. Responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required. The Logistics Section is also responsible for the accountability of all personnel working in the hazard zone of the incident. Command may assign the Logistics Section its own radio channel. The Logistic Section officer may establish sectors or branches for his/her section as needed.

**Role and Responsibilities**:

- □ Manage rehab.
- □ Manage personnel accountability within the hazard zone.
- □ Manage staging,
- □ Provide and manage any needed supplies or equipment.
- □ Forecast and obtain future resource needs (coordinate with the Planning Section).
- □ Provide any needed communications equipment.
- □ Provide fuel and needed repairs for equipment.
- □ Obtain specialized equipment or expertise per Command.
- □ Provide food and associated supplies.
- □ Secure any needed fixed or portable facilities.
- □ Coordinate immediate Critical Incident Stress Debriefing.

- □ Provide any other logistical needs as requested by Command.
- □ Supervise assigned personnel.

**The Planning Section** Chief – The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination and use of incident situation information and intelligence to the Incident Commander or Unified Command and incident management personnel about the development of the incident and the status of resources. Information and intelligence is needed to: 1) understand the current situation, 2) predict the probable course of incident events; and 3) prepare alternative strategies for the incident. The Chief prepares status reports, displays situation information, and maintains status of resources assigned to the incident. Develops and documents the Incident Action Plan based on guidance from the Incident Commander or Unified Command. Gathers and disseminates information and intelligence critical to the incident, unless the IC places this function elsewhere.

**Roles and Responsibilities**:

- □ Review common responsibilities.
- □ Collect and process situation information about the incident.
- □ Supervise preparation of the **Incident Action Plan (IAP)**. (IAP is approved by the Unified Command, when activated).
- □ Provide input to the Incident Commander and Operations in preparing the incident action plan.
- □ Chair planning meetings and participate in other meetings as required.
- □ Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- □ Establish information requirements and reporting schedules for Planning Section Units (e.g., resources, situation units).
- □ Determine the need for any specialized resources in support of the incident.
- □ If requested, assemble and disassemble Strike teams and Task Forces not assigned to Operations.
- □ Establish special information collection activities as necessary (e.g., weather, environmental, toxics, etc.).
- □ Assemble information on alternative strategies provide periodic predictions on incident potential.
- □ Report any significant changes in incident status.
- □ Compile and display incident status information.
- □ Oversee preparation and implementation of the Incident Demobilization Plan.
- □ Incorporate plans (e.g., traffic, medical, communications, and site safety) in the Incident Action Plan.
- □ Maintain Unit/Activity Log (ICS Form 214).

The **Planning Chief** can assign the following duties as necessary:

- □ Resources Unit Leader
- □ Check-In/Status Recorder
- □ Volunteer Coordinator
- □ Situation Unit Leader
- □ Display Processor
- □ Field Observer
- □ Documentation Unit Leader
- □ Demobilization Unit Leader
- □ Environmental Unit Leader
- □ Technical Specialists

- Weather observer
- Hazardous Materials Specialist
- Environmental specialist
- Training specialist
- Chaplain emergency response technical specialist
- Critical incident stress management
- Family assistance coordinator
- Human resources specialist
- Salvage & Engineering Technical Specialist
- Geographic information system (GIS) specialist
- Public health technical specialist
- Legal specialist

**The Planning Process**

**A. OVERVIEW**.
Sound, timely planning provides the foundation for effective domestic incident management. The NIMS planning process described below represents a template for strategic, operational, and tactical planning that includes all steps an IC and other members of the Command and General Staffs should take to develop and disseminate an

Incident Action Plan (IAP). The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to develop a written IAP.

A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of incident management teams. The planning process should provide the following:

•current information that accurately describes the incident situation and resource status;
•predictions of the probable course of events;
•alternative strategies to attain critical incident objectives; and
•an accurate, realistic, IAP for the next operational period.

Five primary phases must be followed, in sequence, to ensure a comprehensive IAP. These phases are designed to enable the accomplishment of incident objectives within a specified time. The IAP must provide clear strategic direction and include a comprehensive listing of the tactical objectives, resources, reserves, and support required to accomplish each overarching incident objective. The comprehensive IAP will state the sequence of events in a coordinated way for achieving multiple incident objectives.

The primary phases of the planning process are essentially the same for the IC who develops the initial plan, for the IC and Operations Section Chief revising the initial plan for extended operations, and for the incident management team developing a formal IAP, each following a similar process. During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead-time, staff, information systems, and technologies enable more detailed planning and cataloging of events and "lessons learned."

**IAP Checklist: the following items are mandatory objectives of the Incident Action Plan.**

- □ Includes the overall incident objectives and strategies established by the IC/UC.
- □ Adequately addresses the mission and policy needs of each jurisdictional agency in the case of UC.
- □ Addresses tactical objectives and support activities required for each operational period, generally 12 to 24 hours.
- □ Contains provisions for continuous incorporation of "lessons learned" as incident management activities progress.
- □ Is developed when the incident will effectively span several operational periods
- □ Is developed when changes in shifts of personnel and/or equipment are required.
- □ Is developed when there is a need to document actions and/or decisions.

**The five primary phases in the planning process are**:

**1. Understand the Situation**.

The first phase includes gathering, recording, analyzing, and displaying situation and resource information in a manner that will ensure

- □ •a clear picture of the magnitude, complexity, and potential impact of the incident; and
- □ •the ability to determine the resources required to develop and implement an effective IAP.

**2. Establish Incident Objectives and Strategy**.

The second phase includes formulating and prioritizing incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies.

Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors; estimated costs; and various environmental, legal, and political considerations.

**3. Develop the Plan**.

The third phase involves determining the tactical direction and the specific resource, reserves, and support requirements for implementing the selected strategy for one operational period. This phase is usually the responsibility of the IC, who bases decisions on resources allocated to enable a sustained response. After determining the availability of resources, the IC develops a plan that makes the best use of these resources.

Prior to the formal planning meetings, each member of the Command Staff and each functional Section Chief are responsible for gathering certain information to support these decisions. During the Planning Meeting, the Section Chiefs develop the plan collectively.

**4. Prepare and Disseminate the Plan**.

The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

**5. Evaluate and Revise the Plan**.

The planning process includes the requirement to evaluate planned events and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

**B. RESPONSIBILITIES AND SPECIFIC PLANNING ACTIVITIES**.

The following is a checklist of planning responsibilities and specific planning activities:

**1. General Responsibilities**.

The general responsibilities associated with the Planning Meeting and the development of the IAP is described below. The Planning Section Chief should review these with the General Staff prior to the planning meeting.

**a. Planning Section Chief**.

•Conduct the Planning Meeting and coordinate preparation of the IAP.

**b. Incident Commander**.

•Provide overall control objectives and strategy.
•Establish procedures for off-incident resource ordering.
•Establish procedures for resource activation, mobilization, and employment.
•Approve completed IAP plan by signature.

**c. Finance Section Chief**.

•Provide cost implications of control objectives, as required.
•Evaluate facilities being used to determine if any special arrangements are needed.
•Ensure that the IAP is within the financial limits established by the IC.

**d. Operations Section Chief**.

•Determine division work assignments and resource requirements.

**e. Logistics Section Chief**.

•Ensure that incident facilities are adequate.
•Ensure that the resource ordering procedure is made known to appropriate agency dispatch center(s).
•Develop a transportation system to support operational needs.
•Ensure that the section can logistically support the IAP.
•Place order(s) for resources.

**2. Preplanning Steps**: Understanding the Problem and Establishing Objectives and Strategy. The Planning Section Chief should take the following actions prior to the initial Planning Meeting (if possible, obtaining a completed Incident Briefing Form ICS 201):

□ •Evaluate the current situation and decide whether the current planning is adequate for the remainder of the operational period (i.e., until next plan takes effect).
□ •Advise the IC and the Operations Section Chief of any suggested revisions to the current plan, as necessary.
□ •Establish a planning cycle for the IC.
□ •Determine Planning Meeting attendees in consultation with the IC. For major incidents, attendees should include
- Incident Commander
- Command Staff members
- General Staff members
- Resources Unit Leader
- Situation Unit Leader
- Air Operations Branch Director (if established)
- Communications Unit Leader
- Technical and/or Specialists (as required)
- Agency representatives (as required).

□ •Establish the location and time for the Planning Meeting.
□ •Ensure that planning boards and forms are available.
□ •Notify necessary support staff about the meeting and their assignments.
□ •Ensure that a current situation and resource briefing will be available for the meeting.
□ •Obtain an estimate of regional resource availability from agency dispatch for use in planning for the next operational period.
□ •Obtain necessary agency policy, legal, or fiscal constraints for use in the Planning Meeting.

**3. Conducting the Planning Meeting**.

The Planning Meeting is normally conducted by the Planning Section Chief. The checklist that follows is intended to provide a basic sequence of steps to aid the Planning Section Chief in developing the IAP. The planning checklist is used with the ICS Planning Matrix Board and/or ICS Form 215—Operational Planning Worksheet.(The worksheet is laid out in the same manner as the Planning Matrix Board.) Every incident must have an action plan. However, not all incidents require written plans. The need for written plans and attachments is based on the requirements of the incident and the decision of the IC.

The **Planning Meeting checklist** is as follows:

□ •give briefing on situation and resource status (Planning Section)
□ •set control objectives (IC)
□ •plot control lines and division boundaries (Operations Section)
□ •specify tactics for each Division or Group (Operations Section)
□ •specify resources needed by Division or Group (Operations Section, Planning Section)
□ •specify facilities and reporting locations plot on map (Operations Section, Planning Section, Logistics Section)
□ •place resource and overhead personnel order (Logistics Section)
□ •consider communications, medical, and traffic plan requirements (Planning Section, Logistics Section)
□ •finalize, approve, and implement IAP (IC, Planning Section, Operations Section).

**4. Brief on Situation and Resource Status**.

The Planning Section Chief and/or Resources and Situation Unit Leaders should provide an up-to-date briefing on the situation. Information for this briefing may come from any or all of the following sources:

- □ •Initial Incident Commander
- □ •Incident Briefing Form (ICS 201)
- □ •field observations
- □ •operations reports

**5. Set Control Objectives**.

This step is accomplished by the IC. The control objectives are not limited to any single operational period but will consider the total incident situation. The IC will establish the general strategy to be used; will state any major policy, legal, or fiscal constraints on accomplishing the objectives; and will offer appropriate contingency considerations.

**6. Plot Control Lines and Division Boundaries on Map**.

This step is normally accomplished by the Operations Section Chief (for the next operational period) in conjunction with the Planning Section Chief who will determine control line locations, establish division and branch boundaries for geographical divisions, and determine the need for functional group assignments for the next operational period. These will be plotted on the map.

**7. Specify Tactics for Each Division**.

After determining division geographical assignments, the Operations Section Chief will establish the specific work assignments to be used for each division for the next operational period. (Note that it may be necessary or desirable to establish a functional group in addition to geographical divisions.) Tactics (work assignments) must be specific and must be within the boundaries set by the IC's general control objectives (strategies). These work assignments should be recorded on the planning matrix.

The IC, Operations Section Chief, and Logistics Section Chief should also at this time consider the need for any alternative strategies or tactics and ensure that these are properly noted on the planning matrix.

**8. Specify Resources Needed by Division**.

After specifying tactics for each division, the Operations Section Chief, in conjunction with the Planning Section Chief, will determine the resource needs by division to accomplish the work assignments. Resource needs will be recorded on the planning matrix. Resource needs should be considered on basis of the type of resources required to accomplish the assignment.

**9. Specify Operations Facilities and Reporting Locations and Plot on Map**.

The Operations Section Chief, in conjunction with the Planning and Logistics Section Chiefs, should designate and make available the facilities and reporting locations required to accomplish Operations Section work assignments. The Operations Section Chief should also at this time indicate the reporting time requirements for the resources and any special resource assignments.

**10. Place Resource and Personnel Order**.

At this time, the Planning Section Chief should assess resource needs assessment using the needs indicated by the Operations Section Chief and resources data available from the Planning Section's Resources Unit. The planning matrix, when properly completed, will show resource requirements and the resources available to meet those requirements. Subtracting the resources available from those required will

indicate any additional resource needs. From this assessment, a new resource order can be developed and provided to the IC for approval and then placed through normal dispatch channels by the Logistics Section.

**11. Consider Communications, Medical, and Traffic Plan Requirements**.

The IAP will normally consist of the Incident Objectives (ICS 202), Organization Chart (ICS 203), Division Assignment List (ICS 204), and a map of the incident area. Larger incidents may require additional supporting attachments, such as a separate Communications Plan (ICS 205), a Medical Plan (ICS 206), and possibly a Traffic Plan.

The Planning Section Chief must determine the need for these attachments and ensure that the appropriate units prepare such attachments. For major incidents, the IAP and attachments will normally include the items:

**The IAP and Typical Attachments**

| **Components** | **Normally Prepared By** |
|---|---|
| Incident Objectives (ICS 202) | Incident Commander |
| Organization List or Chart (ICS 203) | Resources Unit |
| Assignment List (ICS 204) | Resources Unit |
| Communications Plan (ICS 205) | Communications Unit |
| Logistics Plan | Logistics Unit |
| Responder Medical Plan (ICS 206) | Medical Unit |
| Incident Map | Situation Unit |
| Health and Safety Plan | Safety Officer |
| | |
| Other Potential Components (Scenario dependent) | |
| Air Operations Summary | Air Operations |
| Traffic Plan | Ground Support Unit |
| Decontamination Plan | Technical Specialist |
| Waste Management or Disposal Plan | Technical Specialist |
| Demobilization Plan | Demobilization Unit |
| Operational Medical Plan | Technical Specialist |
| Evacuation Plan | Technical Specialist |
| Site Security Plan | Law Enforcement Specialist |
| Investigative Plan | Law Enforcement Specialist |
| Evidence Recovery Plan | Law Enforcement Specialist |
| Other | As Required |

Prior to the completion of the plan, the Planning Section Chief should review the division and group tactical work assignments for any changes due to lack of resource availability. The Resource Unit may then transfer division assignment information including alternatives from the planning matrix board or form (ICS 215) onto the Division Assignment Lists (ICS 204).

**12. Finalize, Approve, and Implement the Incident Action Plan**.

The Planning Section is responsible for seeing that the IAP is completed, reviewed, and distributed. The following is the sequence of steps for accomplishing this:

□ •Set the deadline for completing IAP attachments.
□ •Obtain plan attachments and review them for completeness and approvals.
□ •Determine the number of IAP's required.
□ •Arrange with the Documentation Unit to reproduce the IAP.
□ •Review the IAP to ensure it is up to date and complete prior to the operations briefing and plan distribution.
□ •Provide the IAP briefing plan, as required, and distribute the plan prior to beginning of the new operational period.

**ICS Forms that Can Aid the Planning Process**

| **Number** | **Purpose** |
|---|---|
| ICS-201 (p.1) | Incident Briefing |
| ICS-201 (p.2) | Summary of Current Actions |
| ICS-201 (p.3) | Current Organization |
| ICS-201 (p.4) | Resources Summary |
| ICS-202 | Incident Objectives |
| ICS-203 | Organization Assignment List |
| ICS-204 | Assignment List |
| ICS-205 | Incident Radio Communications Plan |
| ICS-206 | Medical Plan |
| ICS-207 | Organizational Chart |
| ICS-209 | Incident Status Summary, with Instructions |
| ICS-210 | Status Change Card |
| ICS-211 | Check-In-List |
| ICS-213 | General Message |
| ICS 215 | Operational Planning Worksheet |

**The Operations Section Chief** – The Operations Section Chief (OPS), a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission. The Operations Section Chief will establish tactical objectives for each operational period, with other section chiefs and unit leaders establishing their own supporting objectives. The Operations Section Chief may have one or more deputies assigned, with the assignment of deputies from other agencies encouraged in the case of multijurisdictional incidents. An Operations Section Chief should be designated for each operational period and should have direct involvement in the preparation of the Incident Action Plan for the corresponding period of responsibility. When Unified Command is activated, all participants agree on the designation of the Operations Section Chief.

The OPS activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution. The OPS also directs the preparation of Unit operational plans, requests or releases resources makes expedient changes to

the IAP, as necessary; and reports such to the Incident Commander. The major responsibilities of the Operations Section Chief are:

- □ Review common responsibilities
- □ Develop operations portion of IAP.
- □ Brief and assign Operations Section personnel in accordance with the IAP.
- □ Supervise Operations Section.
- □ Determine need and request additional resources.
- □ Review suggested list of resources to be released and initiate recommendation for release of resources.
- □ Assemble and disassemble strike teams assigned to the Operations Section.
- □ Report information about special activities, events, and occurrences to the IC.
- □ Directs the tactical implementation of the Incident Action Plan.
- □ Maintain Unit/Activity Log (ICS Form 214).

**Branch Director** –Branches are established when the number of divisions or groups exceeds the recommended span of control for the Operations Section Chief. The Branch Directors when activated, and under the direction of the OPS and are responsible for the implementation of the portion of the IAP appropriate to the Branches. The major responsibilities of the Branch Director are:

- □ Review Common Responsibilities.
- □ Develop with subordinates alternatives for Branch control operations.
- □ Attend planning meetings at the request of the OPS.
- □ Review Division/Group Assignments lists (ICS Form 204) for divisions/groups the within the Branch. Modify lists based on effectiveness of current operations.
- □ Assign specific work tasks to division/group supervisors.
- □ Supervise Branch operations.
- □ Resolve logistic problems reported by subordinates.
- □ Report to OPS when: the IAP is to be modified; additional resources are available; or hazardous situations or significant events occur.
- □ Approve accident and medical reports originating within the Branch.
- □ Maintain Unit/Activity Log (ICS Form 214).

**Division/Group Supervisor** – Divisions and Groups are established when the number of resources exceeds the manageable span of control of the Incident Commander and the Operations Section Chief. Divisions are established to divide an incident into physical or geographical areas of operation. Groups are established to divide the incident into functional areas of operation. For certain types of incidents, for example, the Incident Commander may assign intelligence-related activities to a functional group in the Operations Section. There also may be additional levels of supervision below the Division pr Group level.

The Division/Group Supervisor reports to the OPS (or Branch Director when facilitated). The Supervisor is responsible for the implementation of the assigned portion of the IAP, assignment of resources within the Division/Group, and reporting on the progress of control operations and status of resources within the Division/Group. The major responsibilities of the Division/Group Supervisor are:

- □ Review Common Responsibilities
- □ Implement IAP for Division/Group
- □ Provide the IAP to Strike Team Leaders, when available.
- □ Identify increments assigned to the Division/Group.

- □ Review Division/Group assignments and incident activities with subordinates and assign tasks.
- □ Ensure that the IC and/or Resources Unit are advised of all changes in the status of resources assigned to the Division/Group.
- □ Coordinate activities with adjacent Division/Group.
- □ Determine need for assistance on assigned tasks.
- □ Submit situation and resources status information to the Branch Director or the OPS.
- □ Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness, discovery of unanticipated sensitive resources) to the immediate supervisor.
- □ Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- □ Resolve logistics problems within the Division/Group.
- □ Participate in the development of Branch plans for the next operational period.
- □ Maintain Unit/Activity Log (ICS form 214)

**Resources:** - refer to the combination of personnel and equipment required to enable incident management operations. Resources may be organized and managed in three different ways, depending on the requirements of the incident

- □ Task Force
- □ Strike Team
- □ Single Resource

**Strike Team/Task Force Leader** – the Strike Team/Task Force leader reports to a Division/Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The Leader reports work progress, resources status, and other important information to a Division/Group Supervisor, and maintains work records on assigned personnel.

**Task Forces**: task forces are any combination of resources put together to accomplish a specific mission. Task Forces have a designated leader and operate with common communications. Combining resources into Task Forces allows several key resource elements to be managed under one individual's supervision, thus aiding in span of control.

**Strike Team**: strike team consists of a set number of resources of the same kind and type operating under a designated leader with common communications between them. Strike Teams represent known capability and are highly effective management units.

The major responsibilities of the Strike Team/Task Force Leader are:

- □ Review Common Responsibilities
- □ Review Common Unit Leader responsibilities
- □ Review assignment with subordinated and assign tasks.
- □ Monitor work progress and make changes when necessary.
- □ Coordinate activities with adjacent Strike teams, Task Forces and single resources.
- □ Travel to and from active assignment area with assigned resources.
- □ Retain control of assigned resources while in available or out-of-service status.
- □ Submit situation and resource status information to Division/Group Supervisor.

□ Maintain Unit/Activity Log (ICS Form 214).

**NOTE**: the use of Strike Teams and Task Forces is encouraged, wherever possible, to optimize the use of resources, reduce the span of control over a large number of single resources, and reduce the complexity of incident management coordination and communications.

**Single Resource** - the person is in charge of a single tactical resource. **NOTE**: resources may be employed on an individual basis. This is typically the case in the context of the initial response to the incident. During sustained operations, situations will typically arise that call for the use of a single helicopter, vehicle, mobile equipment, etc.

The major responsibilities of the Single Resource Boss are:

□ Review Common Responsibilities
□ Review assignments.
□ Obtain necessary equipment and supplies.
□ Review weather/environmental conditions for assigned area.
□ Brief subordinates on safety measures.
□ Monitor work progress.
□ Ensure adequate communications with supervisor and subordinates.
□ Keep supervisor informed of progress and any changes.
□ Inform supervisor of problems with assigned resources.
□ Brief relief personnel and advise them of any change in conditions.
□ Return equipment and supplies to appropriate unit.
□ Complete and turn in all time and use records on personnel and equipment.
□ Maintain Unit/Activity Log (ICS Form 214).

**Staging Area Manager** – the Staging Area Manager is responsible for managing all activities within a Staging Area. The major responsibilities of the Staging Area Manager are:

□ Review Common Responsibilities
□ Proceed to Staging Area
□ Establish Staging Area layout.
□ Determine any support needs for equipment, feeding, sanitation and security.
□ Establish check-in function as appropriate.
□ Post areas for identification and traffic control.
□ Request maintenance service for equipment at Staging Area as appropriate.
□ Respond to request for resource assignments. (Note: this may be direct from the OPS or via the Incident Communications Center.)
□ Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
□ Determine required resource levels from the OPS.
□ Advise the OPS when reserve levels reach minimums.
□ Maintain and provide status to Resource Unit of all resources in Staging Area.
□ Maintain Staging Area in orderly condition.

- □ Demobilize Staging Area in accordance with the Incident Demobilization Plan.
- □ Maintain Unit/Activity Log (ICS Form 214).

**Finance/Administration Section Chief** – the Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section. Not all incidents will require only one specific function (e.g., cost analysis), this service may be provided by a technical specialist in the Planning Section. The major responsibilities of the Finance/Administration Section Chief are:

- □ Review Common Responsibilities
- □ Attend planning meetings as required.
- □ Manage all financial and cost analysis information as requested.
- □ Gather pertinent information from briefings with responsible agencies.
- □ Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- □ Determine the need to set up and operate an incident commissary.
- □ Meet with Assisting and Cooperating Agency Representatives, as needed.
- □ Maintain daily contact with agency(s) administrative headquarters on Finance/Adminsitration matters.
- □ Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- □ Provide financial input to demobilization planning.
- □ Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- □ Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- □ Maintain Unit/Activity Log (ICS Form 214).

**Time Unit Leader** – the Time Unit Leader is responsible for equipment and personnel time recording and for managing the commissary operations. The major responsibilities of the Time Unit Leader are:

- □ Review Common Responsibilities.
- □ Review Unit Leaser Responsibilities.
- □ Determine incident requirements for time recording function.
- □ Determine resource needs.
- □ Contact appropriate agency personnel/representatives.
- □ Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
- □ Establish time unit objectives.
- □ Maintain separate logs for overtime hours.
- □ Establish commissary operation on larger or long-term incidents as needed.
- □ Submit cost estimate data forms to the Cost Unit, as required.
- □ Maintain records security.
- □ Ensure that all records are current and complete prior to demobilization.
- □ Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
- □ Brief the Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- □ Maintain Unit/Activity Log (ICS Form 214).

Within the Finance/Administration Section, the Chief may assign any or all of the following positions within his/her section, as necessary.

- □ Equipment Time Recorder
- □ Personnel Time Recorder
- □ Commissary Manager
- □ Procurement Unit Leader
- □ Compensation/Claims Unit Leader
- □ Compensation For Injury Specialist
- □ Claims Specialist
- □ Cost Unit Leader

**Information and Intelligence Section** – the analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data that may come from a variety of different sources. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the incident commander, who have proper clearance and a "need-to-know" to ensure that they support decision-making.

The intelligence and information function may be organized in one of the following ways:

- □ Within the Command Staff: this option may be appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.
- □ As a unit within the Planning Section: this option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.
- □ As a branch within the Operations Section: this option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.
- □ As a separate General Staff Section: this option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.
- □ In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need-to-know" to ensure that they support decision-making.

Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the incident commander. These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personnel information, or export-controlled information) is handled in a way that not only safeguards the information, but also

ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions. The information and intelligence function also has the responsibility for coordinating information and operational security matters with public awareness activities that fall under the responsibility of the public information officer (PIO), particularly where such public awareness activities may affect information or operations security.

**AREA COMMAND**:

Area Command is activated only if necessary, depending on the complexity of the incident and the incident management span-of-control considerations. An area command is established either to oversee the management of multiple incidents that are being handled by a separate ICS organization or to oversee the management of a very large incident that involves multiple ICS organizations.

Area Command is established, when necessary, to:

- □ Oversee the management of multiple incidents that are each being handled by a separate ICS organization.
- □ Oversee the management of a very large incident that involves multiple ICS organizations.
- □ Manage a number of incidents in the same area and of the same type.

Incident that are not sire specific or are geographically dispersed, or evolve over a long period of time such as a biological event may require the use of area command. Acts of biological, chemical, radiological, and/or nuclear terrorism represent particular challenges for the traditional ICS structure and will require extraordinary coordination between federal, state, local, private-sector and nongovernmental organizations. Area Command is also used when there area a large number of incidents in the same area and of the same type. These represent incidents they may compete for the same resources. When incidents do not have similar resource demands, they are usually handled separately and are coordinated through the Emergency Operations Center (EOC).

If the incidents under the authority of area command are multi-jurisdictional, then a Unified Area Command should be established. Area Command should not be confused with the functions performed by an EOC. An Area Command oversees management of incident(s), while the EOC coordinated supports functions and provided resources support.

It is important to note that Area Command does not have operational responsibilities. For incidents under its authority, the Area Command:

- □ Sets overall agency incident-related priorities;

- □ Allocates critical resources according to established priorities;
- □ Ensures that incidents are managed properly;
- □ Ensures effective communications;
- □ Ensures that incident management objectives are met and do not conflict with each other or with agency policies;
- □ Identifies critical resource needs and reports them to EOC(s);
- □ Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations; and
- □ Provides for personnel accountability and a safe operating environment.

**EMERGENCY OPERATIONS CENTER**:

Emergency Operations Centers (EOCs) may be permanent organizations and facilities or may be established to meet temporary, short-term needs. The physical size, staffing, and equipping of an EOC will depend of the size of the jurisdiction, resources available and anticipated incident management workload. EOCs may be organized and staffed in a variety of ways.

Regardless of the specific organizational structure used, EOCs should include the following core functions:

- □ Coordination
- □ Communications
- □ Resource dispatch and tracking
- □ Information collection, analysis, and dissemination.

**MULTIAGENCY COORDINATION ENTITIES**:

Regardless of form or structure, the principal functions and responsibilities of multiagency coordination entities typically include the following:

- □ Ensure each agency involved in incident management activities is providing appropriate situational awareness and resource status information.
- □ Establish priorities between incidents and/or Area Commands in concert with the IC or UC(s) involved.
- □ Acquire and allocate resources required by incident management personnel in concert with the priorities established by the IC or UC.
- □ Anticipate and identify future resources requirements.
- □ Coordinate and resolve policy issues arising from the incident(s).
- □ Provide strategic coordination as required.
- □ Ensure improvements in plans, procedures, communications, staffing, and other capabilities are acted on, following the incident(s).
- □ Ensure necessary improvements are coordinated with appropriate preparedness organizations following the incident(s).

Title: **Incident Management for Hazardous Materials Incidents**

Purpose: This standard operating procedure is designed to meet the Hazardous Materials Response Plan requirements of Indiana Occupational Safety and Health standard 29 CFR 1910:120(q)(1) *Hazardous Waste Operations and Emergency Response* (HAZWOPER). Furthermore, under 1910:120(q)(3) all hazardous materials incidents shall be handled using the Incident Command System. For this reason, this operating procedure is consolidated with the Command SOP.

Scope: This standard operating procedure applies to all emergency response organizations and first response agencies as outlined in the National Incident Management System.

Introduction: National Incident Management System (NIMS) is used to manage the resources at a hazardous materials emergency/incident. Hazardous materials incidents are unique in that they are routinely multijurdictional/multiagency and involve extensive resources, sometimes from all levels of government and private industry. Hazardous materials incidents are also unique in that they often involve multiple chemicals and unknown conditions, including the type and quantities of chemicals involved. All of these factors present special hazards that require specialized personnel and equipment.

**1. Pre-emergency Planning and Coordination With Outside Agencies:**

**(a) Level I Potential Emergency Conditions**: An incident involving hazardous materials that can be contained, extinguished, and/or abated using resources immediately available to the public sector responders having jurisdiction, Level I incidents present little risk to the environment and/or public health with containment and cleanup. Examples: 10-gallon fuel oil spill; inadvertent mixture of chemicals; natural gas leak in a building.

**(b) Level II Limited Emergency Conditions**: an incident involving a greater hazard or larger area than Level I which poses a potential threat to life and property. It may require a limited protective action of the

surrounding area. May require a mutual aid response and resources from other local and state organizations. This level may pose immediate and long-term risk to the environment and public health. Examples: minor chemical release in an industrial facility; a gasoline tank truck rollover; a chlorine leak at a water treatment facility.

**(c)** **Level III Full Emergency Conditions**: an incident involving a severe hazard or a large area which poses an extreme threat to life and property and which may require a large-scale protective action. Requires resources beyond those available in the community. May require the resources and expertise of regional, state, federal, and private organizations. These incidents generally pose extreme, immediate, and/or long-term risk to the environment and public health. Examples: a major train derailment with fire; explosion or toxicity hazard; a migrating vapor cloud release from a petrochemical processing facility.

**2. Personnel Roles, Lines of Authority, Training and Communications:**

**(a)** The National Incident Management System (NIMS) has been formally adopted by this department. All responses are handled following the standard Incident Command System approach.

**(b)** Transfer of Command: procedures for transfer of Command are located on page 7 of the Command Procedures Standard Operating Procedures.

**(c)** Training:

i. All department personnel are certified to the First Responder Operations Level as outlined in 1910:120(q)(6)(ii) and Chapter 5 of the National Fire Protection Standard 472, *Standard for Professional Competence of Responders to Hazardous Materials Incidents*, 2002 edition.

| NAME | POSITION WITHIN DEPARTMENT |
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ii. Command level personnel and those qualified to assume the role of Incident Commander have received additional training and certified according to section 1910:120 (q)(6)(v). Personnel have received additional training in accordance with NFPA 471, *Recommended Practice for Responding to Hazardous Materials Incidents*, 2002 edition.

| NAME | POSITION WITHIN DEPARTMENT |
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**NOTE: Documentation of training is on file with the department's training officer.**

**(d)** Communications:

i. All radio communications are handled through ***[Replace with your jurisdictions Coordinating System]*** Initial dispatch shall be based on information obtained and established through the Level of Response criteria.

ii. Department also maintains a base radio system that is operated during emergency incidents.

iii. During large scale incidents, communications can be made through the ***[Replace with your Jurisdictions Name]*** County Emergency Operations Center which is managed by ***[Replace with your Jurisdictions Name]***.

iv. The Incident Commander for the incident is responsible and shall develop and maintain a communications plan for the incident.

v. Emergency hand signals and hand-light signals shall be used when primary communications methods fail.

**(e)** Notification:

i. The Incident Commander shall advise dispatch/base station who is to notified of the incident beyond the initial dispatch agencies.

**3. Emergency Recognition and Prevention:**

**(a)** Primary responsibility of the first arriving emergency unit is to establish command and to gather information on the incident.

**i.** The senior emergency response official responding on the first-due piece of responding emergency apparatus to arrive on the incident scene is the "**Incident Commander**" and responsible for the implementation of this standard operating procedure.

**ii.** As more senior officers arrive on scene the position is passed up the line of authority which as been established through the Command Standard Operating Procedure.

**(b)** A site assessment (size-up) must be made using the physical, technical, and cognitive information regarding the product, container, and the environment surrounding the incident site. This assessment shall immediately be relayed to dispatch prior to mitigation action by any first responder.

**(c)** The Incident Commander shall estimate potential course and harm of the incident. This estimate will include as a minimum:

**i.** Life hazard

**ii.** Magnitude of the incident (establish Level of Response).

**iii.** Verify identification of product(s) involved.

**iv.** Spread of hazardous materials or fire

**v.** Mode of operation (offensive, defensive, non-intervention)

**vi.** Impact on the environment and exposures.

**vii.** Safety factors and considerations.

**viii.** Other predictions (General Hazardous Materials Behavior Model).

**(d)** The Incident Commander shall develop an Incident Action Plan (IAP) based on incident priorities: NOTE: Procedures for completing an Incident Action Plan are located in the appendix of this SOP.

**i.** Life safety

**ii.** Incident stabilization

**iii.** Property and environmental conservation.

**4. Safe Distances and Places of Refuge:**

**(a)** The Incident Commander shall implement the strategic goal of scene isolation through:

**i.** Denying entry into the site.

**ii.** Focus on responder protection and accountability.

**iii.** Establish withdrawal procedures and establishment of places of safe refuge.

**5. Site Security and Control:**

**(a)** The Incident Commander shall establish perimeter and control zones as soon as possible to reduce contamination by controlling and directing the operations and movements of personnel at the incident.

i. For transportation related emergencies establish initial isolation and protective action distances following the recommendations outlined in the U.S. Department of Transportation, *Emergency Response Guidebook*, 2004 edition.

ii. If the incident involves a facility that reports to the Local Emergency Planning Committee (LEPC) a site map is provided with the information regarding the facility. Obtain this information immediately.

**(b)** The Incident Commander shall develop a site map, if one is not immediately available for the incident site.

**(c)** Boundaries for the various control zones are established using information gathered by monitoring the incident.

i. The Incident Commander is responsible to establish an on-site monitoring program for the specific hazards present at the incident.

ii. If a local monitoring team is unavailable, then the Incident Commander shall request mutual-aid from a neighboring hazardous materials response team or contact the Indiana State Fire Marshals Office, Hazardous Materials Response Unit @ 1.800.669.7362 for assistance.

**(d)** Control zone area shall be cordoned off by the response personnel first to arrive using some type of hazard tape or other method of marking.

i. Until the boundaries of the control zones are established, a conservative estimate of the hot zone is necessary to ensure the safety of responding personnel.

ii. Once accurate monitoring of the incident is finished, the hot zone can be resized if necessary.

**(e)** All personnel on-site shall move only through access control points of each control zone area in order to maintain control of the site and to prevent spread of contamination across zones,

i. Each access control point needs a control officer to monitor the passage of personnel.

ii. This officer can double check appropriate personal protective equipment and log the entry time of each responder.

**(f)** Control zones and access control points shall be monitored to ensure that they are in the proper locations as the incident progresses.

**(g)** Incident Commander shall expand or reduce the zones and/or moving access control points as necessary.

**6. Evacuation Routes and Procedures:**

**(a)** The Incident Commander shall establish on-site procedures through the Incident Action Plan (IAP) a means for alerting responders to the need for the evacuation and responder accountability measures are identified.

i. The standard "**3 Long Blasts on a vehicle air horn**" shall be used for all incidents involving an emergency on the fireground/hazardous materials incident.

ii. Upon hearing the warning all emergency response personnel shall exit the area and report to the area designated as the "Safe Refuge" gathering point for the incident.

**(b)** The Incident Commander shall establish public protection procedures to include evacuation or shelter-in-place depending on the specific incident.

i. Response to facilities meeting the reporting requirement under LEPC rules are required to develop a worst case scenario for their facility. Obtain this information as soon as possible for evacuation recommendations.

**7. Decontamination:**

**(a)** The Incident Commander through the Incident Action Plan shall establish decontamination procedures prior to any emergency first responders enter the incident hot-zone.

**(b)** Emergency Decontamination: the physical process of immediately reducing contamination of individuals in potentially life-threatening situations with or without the formal establishment of a decontamination corridor.

**(c)** Technical Decontamination: the planned and systematic process of reducing contamination to a level that is As Low As Reasonably Achievable (ALARA). Technical decon operations are normally conducted in support of emergency responder recon and entry operations at a hazardous materials incident, as well for handling contaminated patients at medical facilities.

**8. Emergency Medical Treatment and First-Aid:**

**(a)** The Incident Commander shall ensure that qualified basic life support personnel, as a minimum are standing by with medical equipment and transportation capability for emergency first responders.

**9. Emergency Alerting and Response Procedures:**

**(a)** The Incident Commander through the Incident Action Plan (IAP) shall develop appropriate response (handling) procedures.

**(b)** Based on the hazardous substances and/or conditions present, the Incident Commander shall implement emergency operations and assure that the personal protective equipment worn is appropriate for the hazards to be encountered.

**(c)** Personnel on-scene engaged in emergency response and exposed to hazardous substances presenting an inhalation hazard or potential inhalation hazard shall wear positive pressure self-contained breathing apparatus while engaged in emergency response until such time that the Incident Commander determines through the use of air monitoring that a

decreased level of respiratory protection will not result in hazardous exposures to emergency first responders.

**(d)** The Incident Commander shall limit the number of emergency response personnel at the emergency site, in those areas of potential or actual exposure to incident or site hazards, to those who are actively performing emergency operations. However, operations in hazardous areas shall be performed using the buddy system in groups of two or more.

**(e)** The Incident Commander shall ensure that back-up personnel are standing by with equipment ready to provide assistance or rescue.

**(f)** As soon as possible, the Incident Commander shall designate a safety officer, who is knowledgeable in the operations being implemented at the emergency response site, with specific responsibility to identify and evaluate hazards and to provide direction with respect to the safety of operations for the emergency at hand.

i. When activities are judged by the safety officer to be an Immediately Dangerous to Life and Health (IDLH) to involve an imminent danger condition, the safety officer shall have the authority to alter, suspend, or terminate those activities.
ii. The safety officer shall immediately inform the Incident Commander of any actions needed to be taken to correct these hazards at the emergency scene.
iii. The safety officer is responsible for the development and maintenance of the site safety planned.
iv. The following personnel are certified to perform this function:

| NAME | POSITION WITHIN DEPT | CERTIFICATION LEVEL |
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**10. Critique and Follow-Up:**

**(a)** The Incident Commander through the Incident Action Plan (IAP) shall implement appropriate termination procedures.

i. Termination: represents the transition between the termination of the emergency phase and the initiation of clean-up, restoration and recovery operations. Terminating the incident usually consists of five (5) distinct activities:
    1. Termination of the emergency phase of the incident,
    2. Transfer of on-scene command from the Incident Commander of the emergency phase to the individual responsible for managing and coordination Post-Emergency Response Operations (PERO).
    3. Incident Debriefing (using the appropriate ICS form.
    4. Post Incident Analysis
    5. Critique

11. **Personal Protective and Emergency Equipment Programs**:

**(a)** The following regulations, programs and standard operating procedures are incorporated into this SOP as adopted:

i. 1910:132 General Requirements for Personal Protective Equipment
ii. Eye and Face Protection
iii. Respiratory Protection Program
iv. Head Protection
v. Occupational Foot Protection
vi. Electrical Protection Devices
vii. Hand Protection
viii. Bloodborne Pathogens Program
ix. Occupational Noise Exposure.

## 12. Integration with Other Required Plans:

**(a)** ***[replace with your county name]*** County Emergency Operations Plan
**(b)** ***[replace with your county name]*** County Local Emergency Response Committee Plan

## 13. General Information Regarding Hazardous Materials Incidents:

**(a)** Time Factors: Time factors play an important role in control operations at all emergency incidents. To the unfamiliar it often appears to take too much time to control emergencies.
**(b)** This is particularly true at hazardous materials incidents.
**(c)** Seasoned firefighters and chief officers must recognize the need to slow down at hazardous materials emergencies/incidents.
**(d)** It is far safer and more efficient to take the necessary time t collect required resources on scene and to develop and disseminate a well-thought-out incident action plan (IAP) prior to committing personnel to unknown/unidentified or dangerous situations.
**(e)** Personnel responding to hazardous materials emergencies/incidents might do well to remind themselves that what a civilian thinks of as an emergency should be thought of as a job by emergency responders and that the emergency scene is our job site.
**(f)** There are a number of factors associated with hazardous materials emergencies/incidents that increase the time of these incidents when compared to other types of incidents, including:

i. Getting trained personnel on scene
ii. Researching the hazards of the chemicals involved
iii. Determining the type of protective clothing that should be worn
iv. Donning clothing and accomplishing preentry medical monitoring
v. Constructing a contamination reduction/warm zone
vi. Suiting up a decon and back-up team

**(g)** It often takes several entries to control a hazardous materials incident and it often takes days or weeks to completely clean up a contaminated site. Well-trained emergency responders at hazardous materials incidents who can work within and effectively apply the NIMS will greatly reduce the time involved in concluding the incident.
**(h)** The establishment of a Liaison Officer early in the incident is critical. This position will work with shippers, manufacturers, plant personnel, carriers, and other agencies that will arrive soon after the incident begins. Industry representatives will play a significant role in cleanup, product transfer, and other activities.

## 14. Hazardous Materials Team Organization:

**(a)** The following information is provided to the Incident Commander so that he/she has a better understanding how a typical hazardous materials response team is organized and staffed.

**(b)** Should the decision be made to request a hazardous material response team through the mutual-aid system established in the LEPC plan, the Incident Commander should know how a team is organized, staffed and equipped.

**(c)** The primary functions of the team will be directed by the Hazardous Materials Group Supervisor.

i. All resources that have a direct involvement with the hazardous material will be supervised by one of the functional leaders or the Hazardous Materials Group Supervisor.

ii. On incidents of significant complexity, a Hazardous Materials Branch Director may be required in order to ensure proper span of control and organizational management.

**(d)** The three functional positions of the Hazardous Materials Group (entry leader, decontamination leader, and site access control leader) require a high degree of control and close supervision.

**(e)** The Entry Leader supervises all companies and personnel operating in the Exclusion/Hot Zone.

i. Responsibility to direct all tactics and control the positions and functions of all personnel in the Exclusion/Hot Zone.

**(f)** The Decontamination Leader supervises all operations in the Contamination Reduction/Warm Zone.

i. Ensures that all rescued citizens, response personnel and equipment have been decontaminated before leaving the incident.

**(g)** The Site Access Control Leader controls all movement of personnel and equipment between the control zones.

i. Responsibility for isolating the Exclusion/Hot and Contamination Reduction /Warm Zone and ensuring proper routes.

ii. Responsibility for the control, care and movement of people in the Safe Refuge Area.

**(h)** The Hazardous Materials Group Supervisor manages these three functional responsibilities which include all tactical operations carried out in the Exclusion/Hot Zone.

i. **Evacuation and all other tactical objectives that are outside of the control zones are not the responsibility of the HazMat Group Supervisor.**

ii. In addition to the three primary functions, the HazMat Group Supervisor will work with an Assistant Safety Officer, who is hazardous materials trained, and who must be present at the hazardous site.

iii. Supervise one or more Technical Specialists.

**(i)** Tactical operations outside of the control zones, as well as many other hazardous materials related functions, will be managed by regular NIMS positions.

**(j)** The standard NIMS positions particular to hazardous materials incidents include:

i. Hazardous materials group supervisor

ii. Entry leader

iii. Decontamination leader

iv. Site access control leader

v. Assistant safety officer – hazardous materials
vi. Technical specialist – HazMat Reference/Science
vii. Safe refuge area manager


**QUALIFICATIONS:**

THE HAZARDOUS MATERIALS GROUP SUPERVIOSR IS PART OF AN ORGANZIATIONAL STRUCTURE DESIGNED TO PROVIDE THE OPERATIONS SECTION WITH PERSONNEL, EQUIPMENT, AND EXPERTISE TO SAFELY CONCLUDE A HAZAROUS MATERIALS INCIDENT. PERSONNEL IN THIS POSITION MUST BE ABLE TO ASSESS, MEASURE, AND DETERMINE THE MOST EFFECTIVE AND SAFE MEANS TO ABATE THE HAZARDOUS SUBSTANCE(S) RELEASE OR THREATENED RELEASE. THE HAZARDOUS MATERIALS GROUP SUPERVISOR SHOULD HAVE A THOROUGH KNOWLEDGE OF AGENCY SPECIFIC REQUIREMENTS, OPERATIONAL PROCEDURES, RISK ANALYSIS, AND SAFETY CONSIDERATIONS RELATING TO HAZARDOUS MATERIALS INCIDENT MANAGEMENT.

**15. Major Responsibilities of the Hazardous Materials Group Supervisor**

**(a)** Check in and obtain briefing from the Operations Section Chief/Branch Director.
   i. Complete check-in list
   ii. Request and receive face-to-face briefing which includes:
      1. Incident briefing form or the equivalent information verbally.
      2. initial instructions concerning work activities
      3. obtain incident action plan
      4. start unit/activity log

**(b)** Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
   i. Ensure and verify that an initial isolation area is established and maintained.
   ii. Establish Exclusion/Hot Zone, Contamination Reduction/Warm Zone and Support/Cold Zone control lines.
      1. Ensure that control zones are physically delineated.

**(c)** Evaluate and recommend public protection action options to the Operations Section Chief.
    i. Determine the need for evacuation, in-place protection, or no action, based on input from within the hazardous materials group.
    ii. Ensure recommendations are based on valid risk analysis.

**(d)** Ensure that current weather data and future weather predictions are obtained.
    i. Coordinate with Planning Section

**(e)** Establish environmental monitoring of the hazard site for contaminants and identify other IDLH conditions.
    i. Coordinate with Planning Section.

**(f)** Ensure that a written site safety plan is developed and implemented.
    i. Coordinate with Assistant Safety Officer – Hazardous Materials
    ii. Follow mandates of 29 CFR 1910:120(q) and applicable state and local laws.

**(g)** Ensure that a written site characterization plan is developed and implemented.
    i. Coordinate with Assistant Safety Officer – Hazardous Materials
    ii. Follow mandates of 29 CFR 1910:120(q) and applicable state and local laws.

**(h)** Ensure that the site safety plan and the IAP concur with the emergency response plan.
    i. Coordinate with Assistant Safety Officer – Hazardous Materials
    ii. Follow the mandates of 29 CFR 1910:120(q) and applicable state and local laws.

**(i)** Conduct safety briefing with the hazardous materials group.
    i. Provide briefing on the site safety plan components which include
        1. emergency signal, escape routes, escape plan
        2. Emergency medical services availability, location, and radio designation.

**(j)** Participate when requested in the development of the IAP.
    i. Participate in planning meetings
        1. with the hazardous materials group
        2. with the NIMS general staff if requested
    ii. hazardous materials components of the IAP should include:
        1. HazMat group objectives and alternative objectives for current operational period.
        2. information request for the current operational period
        3. summary of resources assigned to the group
        4. initial instructions concerning work activities
        5. resource needs for the HazMat Group
    iii. Develop demobilization plan for the HazMat Group
        1. determine resource needs
        2. notify Operations Section Chief of surplus resources
        3. demobilize upon direction from the Operations Section Chief

**(k)** Ensure that recommended safe operational procedures are followed in accordance with the employer's emergency response plan.
    i. 29 CFR 1910:120
    ii. Other appropriate recognized standards and federal, state, local documents.

**(l)** Ensure that proper personal protective clothing and equipment are selected and used.

i. Coordinate and approve the selection of personal protection clothing and equipment all sections of the HazMat Group.

**(m)** Ensure that appropriate agencies are notified through the Incident Commander.

i. Local agencies, State agencies, National Response Center and other agencies as required.

**(n)** Maintain unit/activity log

i. Record events or actions taken in the unit/activity log.

ii. Collect and submit unit/activity logs through the Operations Section to Documentation Unit at the end of each operational period.

iii. Maintain all team documentation for cost reimbursement.

# GLOSSARY OF KEY TERMS

For the purposes of the NIMS, the following terms and definitions apply:

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| Agency: | A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). |
| Agency Representative: | A person assigned by a primary, assisting, or cooperating state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency. |
| Area Command (Unified Area Command): | An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post. |
| Assessment: | The evaluation and interpretation of measurements and other information to provide a basis for decision-making. |
| Assignments: | Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP. |
| Assistant: | Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders. |
| Assisting Agency: | An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency. |
| Available Resources: | Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area. |
| Branch: | The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area. |
| Chain of Command: | A series of command, control, executive, or management positions in hierarchical order of authority. |
| Check-In: | The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site. |
| Chief: | The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section). |

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| Command: | The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority. |
| Command Staff: | In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. |
| Common Operating Picture: | A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. |
| Communications Unit: | An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center. |
| Cooperating Agency: | An agency supplying assistance other than direct operational or support functions or resources to the incident management effort. |
| Coordinate: | To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities. |
| Deputy: | A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors. |
| Dispatch: | The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another. |
| Division: | The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section. |
| Emergency: | Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. |
| Emergency Operations Centers (EOCs): | The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof. |
| Emergency Operations Plan: | The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards. |
| Emergency Public Information: | Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also |

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| | frequently provides directive actions required to be taken by the general public. |
| Emergency Response Provider: | Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as *Emergency Responder*. |
| Evacuation: | Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. |
| Event: | A planned, nonemergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events. |
| Federal: | Of or pertaining to the Federal Government of the United States of America. |
| Function: | Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs. |
| General Staff: | A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. |
| Group: | Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See *Division*.) |
| Hazard: | Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome. |
| Incident: | An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. |
| Incident Action Plan: | An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. |
| Incident Command Post (ICP): | The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light. |
| Incident Command System (ICS): | A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, |

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| | procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. |
| Incident Commander (IC): | The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. |
| Incident Management Team (IMT): | The IC and appropriate Command and General Staff personnel assigned to an incident. |
| Incident Objectives: | Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives. |
| Initial Action: | The actions taken by those responders first to arrive at an incident site. |
| Initial Response: | Resources initially committed to an incident. |
| Intelligence Officer: | The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely. |
| Joint Information Center (JIC): | A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC. |
| Joint Information System (JIS): | Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort. |
| Jurisdiction: | A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health). |
| Liaison: | A form of communication for establishing and maintaining mutual understanding and cooperation. |
| Liaison Officer: | A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. |

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| Local Government: | A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). |
| Logistics: | Providing resources and other services to support incident management. |
| Logistics Section: | The section responsible for providing facilities, services, and material support for the incident. |
| Major Disaster: | As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is<br>any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. |
| Management by Objective: | A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action. |
| Mitigation: | The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury. |
| Mobilization: | The process and procedures used by all organizations-state, local, and tribal-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident. |
| Multiagency Coordination Entity: | A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities. |
| Multiagency Coordination Systems: | Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and |

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| | communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS. |
| Multijurisdictional Incident: | An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command. |
| Mutual-Aid Agreement: | Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. |
| National: | Of a nationwide character, including the state, local, and tribal aspects of governance and policy. |
| National Disaster Medical System: | A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan. |
| National Incident Management System: | A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources. |
| National Response Plan: | A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. |
| Nongovernmental Organization: | An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. |
| Operational Period: | The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours. |
| Operations Section: | The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups. |
| Personnel Accountability: | The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines. |
| Planning Meeting: | A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP). |

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| Planning Section: | Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. |
| Preparedness: | The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management. |
| Preparedness Organizations: | The groups and fora that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area. |
| Prevention: | Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. |
| Private Sector: | Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). |
| Processes: | Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination. |
| Public Information Officer: | A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements. |
| Publications Management: | The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved. |
| Qualification and Certification: | This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness. |
| Reception Area: | This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, |

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| | situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down. |
| Recovery: | The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. |
| Recovery Plan: | A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area. |
| Resources: | Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC. |
| Resource Management: | Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols. |
| Resources Unit: | Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs. |
| Response: | Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. |
| Safety Officer: | A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety. |
| Section: | The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command. |
| Span of Control: | The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.) |
| Staging Area: | Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas. |

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| State: | When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). |
| Strategic: | Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness. |
| Strike Team: | A set number of resources of the same kind and type that have an established minimum number of personnel. |
| Strategy: | The general direction selected to accomplish incident objectives set by the IC. |
| Supporting Technologies: | Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others. |
| Task Force: | Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader. |
| Technical Assistance: | Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments). |
| Terrorism: | Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). |
| Threat: | An indication of possible violence, harm, or danger. |
| Tools: | Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities. |
| Tribal: | Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians. |
| Type: | A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications. |
| Unified Area Command: | A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See *Area Command.*) |

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| Unified Command: | An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP. |
| Unit: | The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity. |
| Unity of Command: | The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective. |
| Volunteer: | For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101. |